

To all Members of the

## **CHILDREN AND YOUNG PEOPLE OVERVIEW AND SCRUTINY PANEL**

### **AGENDA**

Notice is given that a Meeting of the above Panel  
is to be held as follows:

**VENUE:** Council Chamber, Civic Office, Waterdale, Doncaster, DN1 3BU  
**DATE:** Tuesday, 5th December, 2017  
**TIME:** **10.00 am**

*Members of the public are welcome to attend*

#### **Items for Discussion:**

1. Apologies for absence.
  2. To consider the extent, if any, to which the public and press are to be excluded from the meeting.
  3. Declarations of Interest, if any.
  4. Minutes of the meeting held on 12th September, 2017. *(Pages 1 - 8)*
  5. Public Statements.  
**(A period not exceeding 20 minutes for statements from up to 5 members of the public on matters within the Panel's remit, proposing action(s) which may be considered or contribute towards the future development of the Panel's work programme).**
- A. Items where the Public and Press may not be excluded**
6. Doncaster Safeguarding Children Board Annual Report. *(Pages 9 - 164)*
  7. Summary of the High level quarterly performance challenge meeting of Doncaster Children's Services Trust: Quarter 2 2017/18. *(Pages 165 - 172)*

Jo Miller  
Chief Executive

If you require any information on how to get to the meeting by Public Transport, please contact  
(01709) 515151 – Calls at the local rate

Issued on: Monday, 27 November 2017

Scrutiny Officer: Christine Rothwell  
for this meeting: Senior Governance Officer

8. Association of Directors of Children's Services (ADCS) - Annual Self-awareness and Challenge Process 2017 (*Pages 173 - 178*)
9. Education and Skills Commission and Social Mobility Opportunity Area (SMOA). (*Pages 179 - 188*)
10. Overview and Scrutiny Children and Young People's Panel Work Plan. 2017/2018. (*Pages 189 - 200*)

### **MEMBERSHIP OF THE CHILDREN AND YOUNG PEOPLE OVERVIEW AND SCRUTINY PANEL**

Chair - Councillor Neil Gethin  
Vice-Chair - Councillor John Mounsey

Councillors Nick Allen, Mick Cooper, Jane Cox, Sean Gibbons, Nikki McDonald, Sue McGuinness and Tina Reid.

#### Invitees:

Jim Board (UNISON)

#### Education Co-optees\*

John Hoare  
Bernadette Nesbit

\*Education Co-optees are invited to attend the meeting and vote on any Education functions which are the responsibility of the Authority's Executive. They may also participate in but not vote on other issues relating to Children and Young People.

# Public Document Pack Agenda Item 4.

## DONCASTER METROPOLITAN BOROUGH COUNCIL

### CHILDREN AND YOUNG PEOPLE OVERVIEW AND SCRUTINY PANEL

TUESDAY, 12TH SEPTEMBER, 2017

A MEETING of the CHILDREN AND YOUNG PEOPLE OVERVIEW AND SCRUTINY PANEL was held at the COUNCIL CHAMBER - CIVIC OFFICE, DONCASTER on TUESDAY, 12TH SEPTEMBER, 2017 at 10.00 AM

#### PRESENT:

Chair - Councillor Neil Gethin

Councillors Nick Allen, Jane Cox and Sue McGuinness

Co-optees – John Hoare (Diocese of Sheffield Church of England) and Bernadette Nesbit (Diocese of Hallam Roman Catholic Church)

#### ALSO IN ATTENDANCE:

##### DMBC

Riana Nelson - Assistant Director Partnerships and Operational Delivery  
Lianne Hornsby - Assistant Director, Commissioning and Business Development  
Paul Thorpe - Quality and service Improvement Manager  
Chris Toyne - Head of Service: Commissioning, Performance & Quality  
David Ayre - Head of Service: Strategic Performance Unit

##### Doncaster Children's Services Trust

Jackie Wilson - Director of Performance, Quality and Innovation  
James Thomas - Head of Performance and Business Intelligence  
Dawn Jones - Customer Experience Manager

		<u>ACTION</u>
56.	<u>APOLOGIES FOR ABSENCE</u>	
	Apologies were received from Councillors John Mounsey, Nikki McDonald and Sean Gibbons.	
57.	<u>TO CONSIDER THE EXTENT, IF ANY, TO WHICH THE PUBLIC AND PRESS ARE TO BE EXCLUDED FROM THE MEETING.</u>	
	None	
58.	<u>DECLARATIONS OF INTEREST, IF ANY.</u>	
	There were no declarations of interest made.	

59.	<u>MINUTES OF THE MEETING HELD ON 5TH JULY, 2017.</u>	
	RESOLVED: That the minutes be agreed as a true record subject to the addition of Councillor Jane Cox as being in attendance and the name “Bernadette” to be added before Nesbit under apologies.	
60.	<u>PUBLIC STATEMENTS</u>	
	There were no public statements made.	
61.	<u>PERFORMANCE CHALLENGE OF DONCASTER CHILDREN'S SERVICES TRUST: QUARTER 1, 2017/18</u>	
	<p>Members considered a report which provided a review and analysis of the performance challenge carried out by the Director of People of Doncaster Children’s Services Trust (the ‘Trust’) in Quarter 1 of 2017/18 arising from the challenge meetings held between both parties.</p> <p>Members were informed that there had been a range of challenge processes that had taken place. These included three thematic Ofsted monitoring visits and finally a fourth visit with a focus on the ‘Front Door’, all of which had provided positive feedback. Members were informed that performance was well within tolerance as part of the annual contract review or otherwise were on track to be completed.</p> <p><u>A1: Re-referrals in the last 12 months/E1: Contacts to Social Care</u> - It was shared that the main concern was around demand pressures at the ‘Front Door’. As a result, a review had been undertaken by external consultants who identified that the system wasn’t working as well as it should be and that further work would be needed with the Early Help process. It was added that additional funding had been secured to provide a specialist resource with an understanding of police referrals.</p> <p><u>A2: Timeliness Of Single Assessments</u> – It was seen that timeliness had fallen further in Quarter 1 and was now below tolerance (although it was clarified that this was a stretch target). It was explained that this reflected demand pressures and where quality wasn’t right, assessments were being pushed back. It was explained that additional funding had been agreed to secure temporary social work resources which tackled caseloads level and should have a positive impact.</p> <p>Members were informed that <u>A3: The Percentage of Case Files Audits</u> had been rated ‘Requires Improvement or Better’ had improved and was within tolerance. Other areas highlighted included Youth Offending Services targets showing a more positive trend.</p> <p><u>E20-22 Children in Care with up to date: Health Assessment/Dental</u></p>	



	<p>place in an average month (with no school holiday). It was further explained that once a matter became a referral then it led to a huge amount of work involving 5-6 weeks of a Social Workers time and that only 212 of those cases had become active cases and 37 were child protection conferences. It was finally noted that comparable to its neighbours, Doncaster Children's Services Trust experienced 60% more assessments and 30% more referrals.</p> <p>RESOLVED That the Panel note the report.</p>	
62.	<p><u>ANNUAL COMPLAINTS REPORT - DONCASTER CHILDREN'S SERVICES TRUST</u></p>	
	<p>Members were presented with the Doncaster Children's Services Trusts (DCST) Annual Report for complaints activity during the period 1st April 2016 to 31st March 2017. It was noted that it was the Customer Experiences Managers first full year in the role</p> <p>It was reported that;</p> <ul style="list-style-type: none"> <li>• There had been more direct complaints from a variety of sources for first stage complaints.</li> <li>• 67% of complaints were dealt with within a statutory timescale.</li> <li>• More time had been spent on the quality assurance of complaints.</li> <li>• Time had been taken to address complaints which prevented them from escalating to Stage 2.</li> <li>• The Trust was learning from its complaints and making positive changes where appropriate.</li> <li>• The move of the Advocacy Service into the Customer Experience Team had seen the start of improved access to advocacy support. It was commented that advocates had started to build open and honest relationships with young people to support them in getting their voice heard and making an impact on planning for their future.</li> <li>• The Trust had been very proactive in taking compliments.</li> </ul> <p>Members of the Panel and Senior Officers recognised how much the report had improved and were pleased to hear how the Trust was learning from mistakes made and making improvements moving forward.</p> <p>It was outlined that a complaintive had made a number of complaints which had since been addressed through the vexatious policy. Members were informed how there had been a reduction in Stage 2 which related to what had been done at Stage 1. It was added that historical complaints had now been resolved.</p> <p>Regarding the increased number of complaints to the Ombudsman, Members were concerned that this presented a risk to the reputation of</p>	

	<p>the authority. It was explained that this was due to a repeat complainant who the Ombudsman was already aware of.</p> <p>In respect of why complaints in certain areas were higher, it was explained that Central ACPS holds more cases than other areas. It was also noted that Central ACPS had already received the highest number of compliments and more than other areas.</p> <p>Members were informed that the Customer Experience Manager would speak to Managers at an early stage, utilise diary management and monthly reporting mechanisms to encourage progress to be made. It was added that Heads of Services had been supportive when the complaint had escalated to a higher level.</p> <p>It was explained that ACPS dealt with the most highly sensitive area of the service, where families may need to have a child protection plan and engage with Social Workers for the first time. Families and the work involved were therefore dealt with sensitively but it is an emotive area that can result in complaints.</p> <p>Regarding Children in Care, Members were told how this area was more settled and how advocacy services were being developed to draw out more about their experiences etc. It was added that there had been a specific Ofsted inspection of care homes and the Behavioural Policy had been noted on.</p> <p>RESOLVED that the Panel note the report.</p>	
63.	<p><u>DONCASTER EDUCATION ATTAINMENT SUMMARY 2017</u></p>	
	<p>Members were presented with a report that outlined performance across a range of educational indicators which either formed part of or contributed to the performance tables published by the Department for Education. The report covered areas below:</p> <ul style="list-style-type: none"> <li>• Attainment and achievement</li> <li>• Exclusions</li> <li>• Attendance</li> <li>• Ofsted judgements</li> </ul> <p>It was added that the data was provisional and a final release from the DfE was being waited on.</p> <p>Members were informed that the Council had transformed its own school improvement functions and relationship with the Teaching Schools Alliance that provided step monitoring. Regarding the Teaching Schools Alliance, Members were informed that they had been challenged to provide likewise with those schools under its own authority. It was added that letters had been sent out to schools of concern and to academies as part of a whole system approach. It was</p>	

commented that there should be more of a focus on Children in Care

Children and Young People (CYP) Plan – It was explained that the Children and Young People Plan had accountability for all outcomes including those for health which are delegated from the Health and Wellbeing Board. As discussed in the previous item, those outcomes for social care are delivered on our behalf through the Trust. Academies are commissioned through the Secretary of State and the Department for Education, through funding agreements. In spite of this relationship, the authority is still held to account in respect of their outcomes. Reference was made to the Children and Young People Plan and it was questioned how the authority could help objectives when children aged 8 to 11 were in academies and there was an increasing number of primary school becoming academies.

Attendance/Absenteeism - In respect of attendance, it was noted that absenteeism in Doncaster was above the national average and Members were informed that a review was being undertaken early September. It was explained that this would look at the current levels of absenteeism and recommendations would be made as to how this could be addressed. It was reported that this review would be implemented alongside the Behaviour Review during the course of the 2017/18 school year. It was recognised that some academies had adopted a zero tolerance policy and excluded pupils that had a legal entitlement to education. This had resulted in an increase in managed moves to other schools or placements in Learning Centres or the Pupil Referral Unit which were now at full capacity. It was felt that this was neither desirable, nor sustainable, hence the review. Members were informed that a dialogue had been convened with secondary heads to firstly, engage with the “here and now” challenge, and secondly, consider the strategic approach to be taken to reform the whole behaviour support and alternative education system.

Behaviour Inclusion Programme - Members were reminded that the Panel considered the Behaviour Inclusion Programme Overview, which was being conducted over three phases at its last meeting. Members had been informed that there had been a number of recommendations made which would be implemented in two phases. Members were told that with academies in challenging circumstances, the Council had provided a very supportive role to help them manage behaviour better. Members were informed that this could be updated at a future meeting.

It was recognised that historically poor attendance and behaviour had not been given enough priority and therefore, concern was raised that a number of schools had been allowed to deteriorate to this level over time. It was explained that in the previous academic year, in respect of school Ofsted inspections there had been a catch-up effect and that more schools had been inspected. This has therefore skewed the proportion of schools in the ‘requires improvement’ grade. It was added that more schools were losing their good grading which was part



	<p>of a general national trend due to an increase in the standards and thresholds introduced in the recent inspection framework (compared to the previous one), under which the previous 'good' graded schools had been inspected. It was also felt that some schools were under prepared to meet safeguarding expectations as part of the new framework which was also a contributory factor, even though guidance and support had been issued to all schools. It was responded that further work was being undertaken with Partners in Learning. Members were assured that the Council was focused on building strong relationships with academies in order to influence and support.</p> <p>Concerns were raised that it was very expensive for schools to pay into Partners in Learning. It was explained that the Schools Forum had made a decision to fund membership for all schools and added that perhaps this needs to be communicated more effectively. In respect it's Panel, Members were informed that there was a need for it to be broadened with more Head Teachers and for the organisation to work more collectively with the authority and schools.</p> <p>There was a conversation about changes to the curriculum and assessment system. Members queried how moderation was undertaken and how children were responding to undertaking tests and assessments. Members were informed that children hadn't responded well to tests and work was being done to address this. It was noted that in the two previous years, the Local Authority had led improvement campaigns in writing and reading, both of which resulted in a positive impact on results. It was commented that children at Key Stage 2 had undertaken tests for many years.</p> <p>Concern was raised around Recommendation 5 of the report "The transformational nature of school improvement support and services within Doncaster, across the region and nationally." It was suggested that this should instead read as 'The changing nature of school improvement support and services within Doncaster, across the region and nationally'.</p> <p>RESOLVED that the Panel note the recommendations outlined in the report.</p>	
64.	<p><u>EDUCATION AND SKILLS COMMISSION AND SOCIAL MOBILITY OPPORTUNITY AREA (SMOA)</u></p>	
	<p>This report presented progress made on the Education and Skills Commission and Social Mobility Opportunity Area (SMOA). It was outlined how in January 2017, Mayor Ros Jones announced the formal response to the independent One Doncaster Report. In the same month, Doncaster was awarded SMOA status by the Department for Education. The report set out the progress made to date in terms of implementing the recommendations of the One Doncaster report, and also how it aligned with the structure and intent of SMOA in the</p>	

	<p>borough.</p> <p>Members were informed that to ensure effective leadership and oversight of the programmes, two programmes boards had been established to set the strategic direction for the programmes and to take key decisions about direction and implementation. It was explained that the boards meet monthly, and do so in two consecutive one hour slots, due to the distinct cross-over in membership.</p> <p>Members were told that the first draft of problem diagnosis would be undertaken in the near future. It was continued that feedback will then be incorporated into the delivery plan that is published at the end of October and ultimately be signed off by the Secretary Of State.</p> <p>RESOLVED that the Panel note the progress to date and endorse the direction of travel for the development of the two programmes of work.</p>	
65.	<p><u>CHILDREN AND YOUNG PEOPLES SCRUTINY PANEL WORK PLAN 2017/18.</u></p>	
	<p>The Panel received a report updating Members on the Panels work plan for 2017/18. A copy of the work plan was attached at Appendix A to the report taking account of issues considered at the Children and Young People Overview and Scrutiny workplanning meeting held on the 1<sup>st</sup> June 2017. Reference was made to an issue around school transport for young people; a response was requested from the Assistant Director, Commissioning and Business Development.</p> <p>Members were reminded that a visit had been arranged for Member of the Panel to visit it the Hub at the Mary Woollet Centre to consider issues that included;</p> <ul style="list-style-type: none"> <li>• Early Help;</li> <li>• Transferred family support workers; and</li> <li>• Front door pressure</li> </ul> <p>RESOLVED that the Panel note the Children and Young People Overview and Scrutiny Panel report.</p>	<p>Assistant Director, Commissioning and Business Development.</p>

Date: 5<sup>th</sup> December, 2017

**To the Chair and Members of the  
CHILDREN AND YOUNG PEOPLE'S OVERVIEW & SCRUTINY PANEL**

**Doncaster Safeguarding Children Board Annual Report**

<b>Relevant Cabinet Member(s)</b>	<b>Wards Affected</b>	<b>Key Decision</b>
Councillor Nuala Fennelly lead Member for Children, Young People and Schools	All	None

**EXECUTIVE SUMMARY**

1. This report informs the Panel of two particular aspects of the work of the Doncaster Safeguarding Children Board:
  - A) The arrangements for its consideration of the Doncaster Safeguarding Children's Board Annual Report.
  - B) The Independent Chair of Doncaster Safeguarding Children Board's (DSCB) updated assessment of the response to child sexual exploitation (CSE) in Doncaster. The Independent Chair's first assessment was published in December 2014. This update report addresses the Chair's ten key CSE assurance questions which have also been addressed in previous reports.

**EXEMPT INFORMATION**

2. Not exempt.

**RECOMMENDATIONS**

3. The Panel notes the contents of the reports for their consideration and comment.

**WHAT DOES THIS MEAN FOR THE CITIZENS OF DONCASTER?**

4. The Overview and Scrutiny function has the potential to impact upon all of the Council's key objectives by holding decision makers to account, reviewing performance and developing policy. This is achieved through making robust

recommendations, monitoring performance of Council and external partners and reviewing issues outside the remit of the Council that have an impact on the residents of the borough.

## **BACKGROUND**

5. John Woodhouse, the Independent Chair of the Doncaster Safeguarding Children Board will provide an update and present the Board's Annual Report. 'Working Together to Safeguard Children', (guide to inter-agency working to safeguard and promote the welfare of Children), published in March 2015, requires the Chair of the Local Safeguarding Children Board (LSCB) to publish an Annual Report on the effectiveness of child safeguarding in the area served by the Board. The report outline details of the Board's activities but more importantly it provides an opportunity to deliver a statement about the position of safeguarding in Doncaster. This is the fourth Annual Report presented to the Panel. The full report is provided as [Appendix 1](#).
6. John Harris presented *Responding to CSE in Doncaster – an Assurance Report* at the meeting of the Panel on 9<sup>th</sup> December 2014. Further updates were provided in March 2015 when the Council resolved to raise awareness about CSE and work in partnership with other organisations and the wider community to protect children and young people. It requested that regular reports about progress in responding to CSE be made available to elected members. Further reports have been provided the last one being in December 2016. The attached report provides an update on progress since December 2016. The latest update report is provided at [Appendix 2](#).

## **OPTIONS CONSIDERED**

7. There are no specific options to consider within this report as it provides an opportunity for the Panel to discuss the Safeguarding Children Board Annual Report and progress on CSE.

## **REASONS FOR RECOMMENDED OPTION**

8. These reports enhance the accountability of Overview and Scrutiny by allowing Members of the Panel to question and comment on the work undertaken by the DCSB during the previous year and the position of safeguarding in Doncaster.

## IMPACT ON COUNCIL'S KEY OBJECTIVES

	<b>Priority</b>	<b>Implications</b>
1	<p>We will support a strong economy where businesses can locate, grow and employ local people.</p> <ul style="list-style-type: none"> <li>• <i>Mayoral Priority: Creating Jobs and Housing</i></li> <li>• <i>Mayoral Priority: Be a strong voice for our veterans</i></li> <li>• <i>Mayoral Priority: Protecting Doncaster's vital services</i></li> </ul>	<p>The Overview and Scrutiny function has the potential to impact upon all of the council's key objectives by holding decision makers to account, reviewing performance and developing policy through robust recommendations, monitoring performance of council and external partners services and reviewing issues outside the remit of the council that have an impact on the residents of the borough.</p> <p>This issue has a direct impact on helping children live safe, healthily and active in a safe environment whilst ensure the governance between the Children's Board, Scrutiny and partners is working effectively.</p>
2	<p>We will help people to live safe, healthy, active and independent lives.</p> <ul style="list-style-type: none"> <li>• <i>Mayoral Priority: Safeguarding our Communities</i></li> <li>• <i>Mayoral Priority: Bringing down the cost of living</i></li> </ul>	
3	<p>We will make Doncaster a better place to live, with cleaner, more sustainable communities.</p> <ul style="list-style-type: none"> <li>• <i>Mayoral Priority: Creating Jobs and Housing</i></li> <li>• <i>Mayoral Priority: Safeguarding our Communities</i></li> <li>• <i>Mayoral Priority: Bringing down the cost of living</i></li> </ul>	
4	<p>We will support all families to thrive.</p> <ul style="list-style-type: none"> <li>• <i>Mayoral Priority: Protecting Doncaster's vital services</i></li> </ul>	
5	<p>We will deliver modern value for money services.</p>	
6	<p>We will provide strong leadership and governance, working in partnership.</p>	

## RISK AND ASSUMPTIONS

9. There are no risks and assumptions relevant to this report

## **LEGAL IMPLICATIONS**

10. There are no specific legal implications arising from this report.

## **FINANCIAL IMPLICATIONS**

11. There are no specific financial implications arising from this report.

## **HUMAN RESOURCE IMPLICATIONS**

12. There are no specific human resource implications arising from this report.

## **TECHNOLOGICAL IMPLICATIONS**

13. There are no specific technological implications arising from this report.

## **EQUALITY IMPLICATIONS**

14. Section 149 Equality Act 2010 contains the Public Sector Equality Duty (PSED). This obliges public authorities, when exercising their functions, to have 'due regard' to the need to:
  - a. Eliminate discrimination, harassment and victimisation and other conduct which the Act prohibits;
  - b. Advance equality of opportunity;
  - c. Foster good relations between people who share relevant protected characteristics and those who do not.
15. The relevant protected characteristics under the Equality Act are age, disability, gender reassignment, pregnancy and maternity, race, religion or belief, sex and sexual orientation. The duty also covers marriage and civil partnerships, but only in respect of eliminating unlawful discrimination. The relevant characteristics in to the issues in this report are sex, age and race.
16. The DSCB Business Plan and its CSE Action Plan both address equalities issues in respect of safeguarding policy and practice.

## **CONSULTATION**

17. There are no consultation requirements in respect of this report.

**BACKGROUND PAPERS:**

18. There are no background papers.

**CONTACT OFFICER AND REPORT AUTHOR**

19. John Woodhouse, Independent Chair, Doncaster Safeguarding Children Board

**Director of People (DCS/DASS)  
Learning and Opportunities: Children and Young People/Adult Health & Wellbeing  
Directorates**

## **Appendix 1**

**Children and Young People's Overview and Scrutiny Committee**

**DSCB Annual Report 2016-17**



# DSCB Annual Report 2016-17





## Foreword

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I am pleased to present the Annual Report of the Doncaster Safeguarding Children Board (DSCB) for 2016-17. The report provides an assessment of the performance and effectiveness of local services in safeguarding and promoting the welfare of children in Doncaster over the past twelve months, as well as providing an account of the activities, development and impact of the Board in meeting its statutory responsibilities. It is intended to be read by both professionals and members of the public.

This is the fourth annual report to be published since I was appointed as Independent Chair of Doncaster Safeguarding Children Board (DSCB) in January 2014. Looking back at the areas of concern that were evident at that time, the Annual Report for 2016/17 shows that safeguarding in Doncaster has improved significantly. There is now a much stronger **culture of challenge** between partner agencies. **Partnership working** is more effective at a strategic level and in day-to-day work with children and families. There is a more coordinated response to **key safeguarding risks** such as Child Sexual Exploitation and Domestic Abuse. **Safeguarding practice** continues to improve. The DSCB itself is more influential in driving **learning and improvement** across the partnership and can demonstrate the impact of its work.

Nevertheless, the 2016/17 Annual Report highlights key challenges ahead to ensure that recent improvements are embedded and areas of continuing concern are addressed. With an increasingly strong foundation in partnership working at all levels, we should be confident about responding to those challenges.

I am proud of the work of the DSCB and would like to take this opportunity to thank Board members, partners and the DSCB Business Unit for their unstinting commitment and support.

Report Author  
Date of Publication  
Availability and accessibility  
advice and directions  
Contact details

John Harris, DSCB Independent Chair  
October 2017  
[www.doncastersafeguardingchildren.co.uk](http://www.doncastersafeguardingchildren.co.uk)  
Children's Version also available  
01302 734214  
[dscb@dcstrust.co.uk](mailto:dscb@dcstrust.co.uk)

## Contents

Section	Content	Page No.
	Foreword by the Independent Chair	1
	Contents	2
	Executive Summary	3-4
1.	Purpose of the Report	5
2.	What is a Local Safeguarding Children Board?	5-6
3.	Functions for Doncaster Safeguarding Children Board	6
4.	Safeguarding in Context	7-11
5.	Governance and accountability structure of DSCB	11-19
6.	Summary of Progress against DSCB Priorities	19-30
7.	Quality and Effectiveness of Local Safeguarding Arrangements	32-57
8.	Conclusion and Recommendations for Future Actions	58-60
<b>Annexe 1</b>		<b>Page No.</b>
<b>Summary of Partner Agencies:</b>		
1.	Performance of Partner Agencies	2
2.	Children's Social Care Services (DMBC, DCST, CAFCASS)	2-15
3.	Health Services (DCCG, DBTHFT, RDaSH, NHS England, Primary Care, Yorkshire Ambulance Service and Public Health)	15-26
4.	Police/YOS/Youth Service/Probation	26-33
5.	DMBC Schools and College	33-38
6.	Other Partners (St Leger Homes, SYFR, Lay Members, Safe@Last)	39-43
<b>Annexe 2</b>		<b>Page No.</b>
<b>Learning and Improvement:</b>		
1.1	Performance Data	2-3
1.2	Audit Activity	3-5
1.3	Learning from Serious Case Reviews and Learning Lessons Reviews	5-7
1.4	Child Death Overview Panel (CDOP)	7-10
1.5	Learning from Practitioners	10-11
1.6	Allegations against Professionals	11-15
1.7	External Review and Inspections	16
1.8	Workforce Development 2016-2017	16-21
2.0	Impact of the Board – Responding to Challenge	21-22
<b>Appendices</b>		<b>Appendix No.</b>
Business Plan 2016/17 (with Strategic Priorities)		1
Business Plan 2017-18 (with Strategic Priorities)		2
Ofsted Recommendations		3
Marilyn Haughton Statement		4
Akeela Mohammed Statement		5
Glossary		6

## Executive Summary

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The DSCB Annual Report evaluates the effectiveness of the work of partner agencies to safeguard children in Doncaster and promote their welfare, and sets priorities for the year ahead. It covers the work undertaken in the financial year April 2016 to March 2017 and incorporates emerging themes in quarter one of the next financial year.

The main body of the report provides the context of safeguarding and looks at the effectiveness of key safeguarding functions including early help, child protection, looked after children, domestic abuse and child sexual exploitation. Annex 1 provides detailed information from each partner providing assurance about the work they have individually taken to safeguard children and about how they have supported partnership working through the DSCB. Annex 2 provides an in depth look at the work the Board has undertaken to improve safeguarding practice by learning from a range of sources, in particular performance reporting, audit and case review. It also identifies how the Board has challenged partners to improve practice and the impact of those challenges and the work of the Board in general.

This Annual Report demonstrates the progress which has been made in safeguarding in Doncaster since the development of the 2014 - 2017 strategic plan. In a climate where demand for safeguarding services has never been higher, with the numbers of referrals, children subject to child protection plans and children in care continuing to increase throughout the period, this report demonstrates the good practice which is taking place across the DSCB partnership to safeguard children.

The Board now has all its statutory requirements in place and these are embedded within the work of the Board. The DSCB has made progress against all its strategic priorities and this work is beginning to have an impact on outcomes for children.

The Board has continued to have oversight and to influence to progress of Early Help. Although development is still required, there is increasing evidence that thresholds for intervention are embedded and there are an increasing number of professionals taking on the lead professional role and undertaking early help assessments. Further work is needed to ensure the quality and effectiveness of the early help assessments, and to improve the transitions between social care and early help.

Work in the area of child sexual exploitation has continued to progress well. The group now has a comprehensive dataset which enables a more complete picture of CSE to be provided. The 'Protecting Vulnerable Young people group' is beginning to mature in its ability to identify hotspots, individuals and activities of concern. Excellent links have been made with the industry sector such as hoteliers, taxi drivers and fast food establishments to raise awareness of CSE.

Growing Futures continues to show positive impact, particularly in reducing the number of times families were re-referred to MARAC. The commitment to continue the project after government funding ended is testimony to the commitment the partnership has to this way of working. The DSCB will continue to receive assurance of progress of this important work.

The DSCB has developed a neglect strategy and a supporting tool for practitioners to use to assess the risk posed. Multi-agency training has been provided to staff across the partnership and this has been disseminated by partners into their own agencies. An audit is planned to evaluate the impact of this work.

The Board has developed an effective culture of challenge which is well evidenced through the work of the Performance Accountability Board, through the Board and its sub-groups and in the Challenge Log.

The DSCB performance report has enabled the Board to identify safeguarding issues such as the need for improved referrals to Project 3 (substance misuse service) when young people have presented themselves at A&E. The DSCB has developed its case review methodology to enable the learning to be accessed more easily from practice. It has commenced learning lessons reviews on a number of cases and learning from these will be disseminated across the partnership in the coming year. The DSCB has undertaken a number of multi-agency audits and findings from these have been incorporated into practice.

The Signs of Safety approach has been rolled out across the partnership and there is clear evidence of it being used in a large number of cases. There has been much improvement in services for looked after children against a backdrop of increasing numbers of children in care. There has been a decrease in the numbers of children looked after in distant local authorities and an improvement in ensuring where possible that children are safely supported to reside with their parents. Good work has been undertaken to ensure children are supported to participate in their reviews and a range of methods have been developed to do this.

DSCB provides a wide range of training, this is well-evaluated and there is some evidence of this having an impact on practice. Progress has been made in coordinating the training offer across the partnership and this will be the focus of work in the coming year. This will ensure that the impact of the training is more effective on practice.

The Board has ensured it has listened to children and young people through presentations directly the Board and through seeking feedback on practice in the multi-agency audits. It has worked with young people at the DMBC Democracy Event and ensured their views have been incorporated into the Children and Young People's Health and Wellbeing Transformation Plan. The Board will seek further direct input from young people in the coming year.

Partnership working continues to be strong with all partners contributing to the Board meetings and its sub-groups. Partners have demonstrated through their contribution to the annual report and the activities they have undertaken to safeguard children, their high commitment to safeguarding children in Doncaster.

## 1. Purpose of the Report

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This is the annual report and business plan for the Doncaster Safeguarding Children Board. It covers the work undertaken in the financial year April 2016 to March 2017 and incorporates emerging themes in quarter 1 2017/18. It evaluates the overall effectiveness of local safeguarding arrangements in Doncaster, identifying the key issues and constructive challenges for organisations that have safeguarding responsibilities. The report assesses the progress made by the Board in delivering its Business Plan and outlines ways in which the Board itself can perform its functions to better effect. It is a statutory requirement under Working Together 2015.

The report's format has changed from previous years due to the increased quantity and quality of information provided from partner's contributions. The main report includes an overview of progress and effectiveness. More detailed information on partners' contributions to safeguarding is available in a separate annex which can be accessed on the DSCB website also (Annex 1). More information about the Board's Learning and Improvement can be found in Annex 2.

The report is intended for professionals in partner agencies and voluntary organisations as well as others who have an interest in the safeguarding of children and young people, not least children, young people and their families and carers whose lives we look to improve through the work of DSCB. A child-friendly version of the report is being developed and will be available on the DSCB website.

The report has been prepared by John Harris, Independent Chair and Rosie Faulkner, Board Manager with contributions from Board partners and the DSCB Business Unit. Information in the report has also been taken from a number of sources and reports approved by the Board:

- Annual Private Fostering Report 2016/17
- Annual Independent Reviewing Officer Report 2016/17
- Annual Local Authority Designated Officer Report 2016/17
- Joint Strategic Needs Assessment 2014
- Doncaster Children and Young Peoples Strategic needs Assessment 2014
- Department of Education 'Characteristics of children in need in England 2014-15'

The report will be considered formally by the Mayor of DMBC, the Chief Executive and the Health and Wellbeing Board. It will also be shared with the Schools, Children and Young People Scrutiny Panel, and the Children and Families Strategic Partnership Board, who all have a wider remit to promote better outcomes for children. DSCB leads and influences the safeguarding agenda in these wider political and partnership arenas and is held to account for its impact.

## 2. What is a Local Safeguarding Children Board (LSCB)?

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The remit for DSCB is set out in Section 13 of the Children Act 2004 as well as in the statutory guidance '*Working Together to Safeguard Children*' (2015)

The statutory objectives of any LSCB are to:

- Coordinate what is done by each person or body represented on the Board for the purpose of safeguarding and promoting the welfare of children in the area of the authority; and
- Ensure the effectiveness of what is done by each such person or body for that purpose.

## 3. Functions of Doncaster Safeguarding Children Board

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Detailed guidance on the organisation of LSCBs is set out in Chapter 3 of **Working Together 2015**. In the light of this guidance DSCB defines its key functions as:

- Developing policies and procedures for safeguarding and promoting the welfare of children, including on:
  - Action where there are concerns, including thresholds
  - Training of people who work with children
  - Recruitment and supervision
  - Investigation of allegations
  - Privately fostered children
  - Co-operation with neighbouring authorities.
  
- Communicating the need to safeguard and promote the welfare of children and young people.
- Monitoring the effectiveness of what is done to safeguard and promote the welfare of children and young people.
- Participating in the planning of services for children in Doncaster
- Undertaking Serious Case Reviews.
- Procedures to ensure a co-ordinated response to unexpected child deaths
- Collecting and analysing information about child deaths

These functions are the shared responsibility of all the DSCB member agencies.

In order to fulfil its functions the DSCB must as a minimum:

- Assess the effectiveness of the help being offered to children and families, including early help
- Assess whether partners are fulfilling their statutory obligations to safeguard children
- Quality assure practice, including through case file audits
- Monitor the effectiveness of training to safeguard and promote the welfare of children.

Working Together 2015 also requires that the Chair of the Board publishes an annual report. This report should contain:

- Rigorous and transparent assessment of the performance and effectiveness of local services
- Identify areas of weakness, the causes of those weaknesses and the action being taken to address them
- Include lessons from serious case reviews, child death reviews and other relevant reviews
- Report on the outcome of assessments undertaken on the effectiveness of Board partners' responses to CSE
- Include an analysis of how the LSCB partners have used their data to promote service improvement for vulnerable children and families
- Include data on children missing from care, and how the LSCB is addressing the issue.

## **4. Safeguarding in Context**

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## 4.1 Context for Safeguarding Children and Young People in Doncaster

Approximately 306,397 people live in Doncaster, in terms of the Indices of Multiple Deprivation (IMD) 2015 Doncaster is:

- 48th most deprived out of 326 Local Authority areas in England
- 4th most deprived out of 21 Local Authority areas in the Yorkshire and Humber Region
- The 2nd most deprived area in South Yorkshire
- The 4th most deprived area in its comparator group
- 1 in 5 Lower Super Output Areas in Doncaster is in within the most deprived 10% of the UK.

A rise in the number of cohabiting partners, step families, lone parents and the recording of same sex relationships in the past 10 years has changed family composition in Doncaster. The latest 'Information for Doncaster' (information provided by DMBC) shows that nearly 71.9% of families with dependent children are a couple; which means nearly 1 in 3 families (28.1%) are lone parent families. The main difference between Doncaster and the national picture is the higher proportions of families that are cohabiting, particularly where this involves step-families.

The population of young people aged 0-24 is 89,254 which is 29.1% of the total population. This is the same as our comparator group and but slightly lower than national proportions at 30.2%.

The number of children in poverty in Doncaster is 24.1%, which is higher than the national average of 19.9%. This equates to around 16,035 children and young people aged 19 and under. Poverty is not distributed equally across the borough with some lower super output areas (LSOA) having over 50% of children in poverty compared to other area only having 5%.

In Doncaster 6.2% of Doncaster residents were born outside the UK. The main group outside of white British is 'white other' which equates to 3.1% of the population aged 0-24. The main language in Doncaster, for people aged 3-15, if not English, is Polish.

Doncaster is the second largest economy in South Yorkshire; a large proportion of the population is in receipt of state benefits. Approximately 11.1% of the population in Doncaster is claiming 'out of work benefit' compared to 8.1% nationally. In the 18-24 age category, 1.8% of the population is claiming job seekers allowance compared to 0.8% nationally.

The number of 16-18 years old not in education, employment or training is 4.2% of the population as at the end of 2015 (450 young people). This is higher than the national average.

The proportion of people in Doncaster who achieve a Level 2 or level 3 qualifications by the age of 19 is 78% and 45% respectively. This is lower than the regional (85%) and (54%) and national (85%) and (57%) averages respectively.

The NSPCC have estimated that one in five children in the UK is impacted by domestic abuse. However, Growing Futures estimate that in Doncaster this is one in three children. This suggests that more children compared to the national average are entitled to services to achieve their best outcomes.

## 4.2 Population

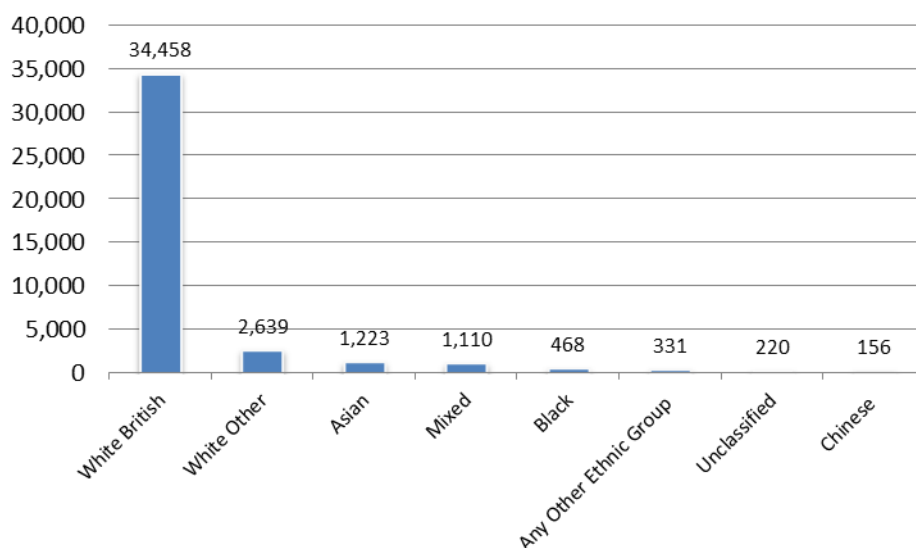


The population of young people aged 0-24 in Doncaster is 89,254 representing 29.1% of the population. The relative age profile, with national and regional comparisons, is shown in the table below.

Age	Doncaster	Yorkshire & The Humber	England
Aged 0-4	6.1%	6.1%	6.2%
Aged 5-9	6.4%	6.2%	6.2%
Aged 10-14	5.6%	5.6%	5.6%
Aged 15-19	5.5%	5.9%	5.8%
Aged 20-24	5.6%	7.1%	6.4%
Aged 0-24	29.1%	30.9%	30.2%

### 4.3 Ethnicity

The numbers of pupils in Doncaster are predominantly White British (34,458), with a smaller amount of White Other (2,639) and Asian (1,223).



Doncaster has fewer school age children from ethnic minority groups than regional and national averages. The percentage of primary and secondary school age children from ethnic minority groups is 15.9% and 13.0% respectively. This is much lower than the regional (26.3% and 23.3%) and national (32.1% and 29.1%) averages respectively.

### 4.4 Supportive Health Data

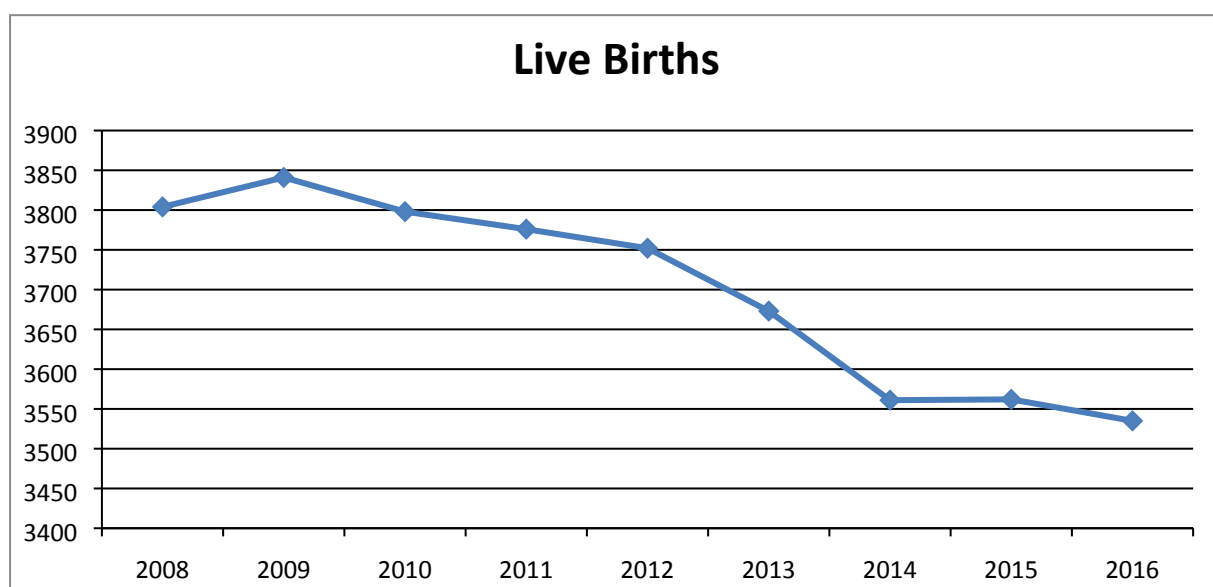
The health and wellbeing of children in Doncaster is generally worse than the England average. The infant mortality rate of 5.2 per 1000 is higher than both the regional and national rate of 4.3 and 3.9 respectively.

The smoking status of mothers at time of delivery in Doncaster is higher, at 12.9%, compared to the national average of 10.6% (2015/16).

Children in Doncaster have average levels of obesity: 23.8% of children aged 4-5 years and 33.9% of children aged 10-11 years.

The live birth rate has decreased steadily since 2008 as shown in the table below.

Year	Live Births
2008	3804
2009	3841
2010	3798
2011	3776
2012	3752
2013	3673
2014	3561
2015	3562
2016	3535

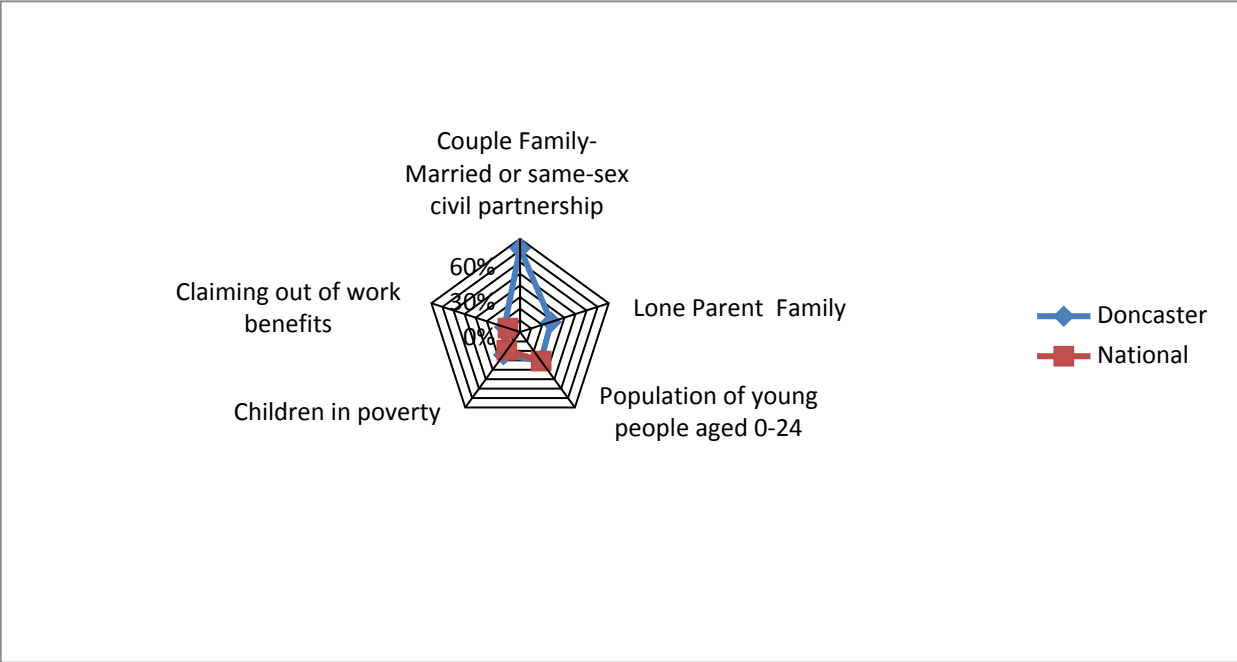


Life expectancy at birth for males, in Doncaster is 77.6, lower than the regional and national averages in 2013-2015. There is a higher life expectancy for females at 81.6 however this still compares unfavourably with regional and national averages.

	Doncaster Average	Yorkshire and Humber Average	National Average
Boys	77.5	78.7	79.5
Girls	81.6	82.4	83.2

#### 4.5 Family Composition

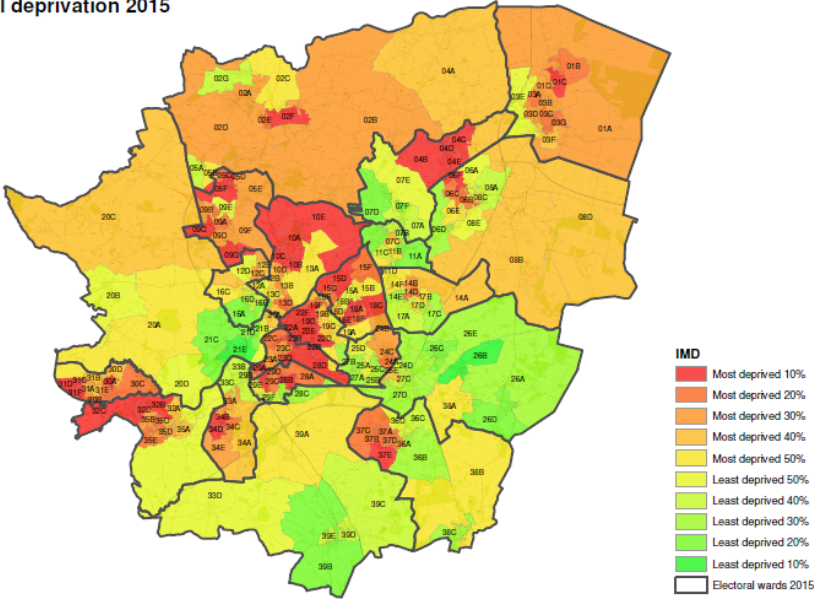
Family composition is changing in numbers, with variable arrangements rather than the traditional married family household. A rise of cohabiting partners, step families, lone parents and same sex relationships in the past decade has resulted in a very different profile of family composition in Doncaster. The latest information shows that over 71.9% of families with dependent children are couples, with almost one in three children living in lone parent families (28.1%). A key difference between the family composition profile in Doncaster and that found nationally, is the higher proportion of families that are co-habiting.



**4.6 Deprivation**

Doncaster is currently ranked 48 out of 326 local authorities according to the index of multiple deprivation and is fourth worst of the 21 Yorkshire and Humber local authorities. One in five of LSOA areas in Doncaster is in the most deprived 10% nationally.

Overall deprivation 2015



The proportion of children and young people living in poverty in Doncaster is higher at 24.1%, than that found nationally. The rate of family homelessness is better than the national average.

The levels of deprivation in Doncaster reflects in the number of issues relating to school aged children, for example, the number of pupils eligible and claiming free school meals is higher than the national average at 17.1%.

Doncaster average	Yorkshire and The Humber average	England average
17.1%	16.8%	14.7%

Proportion of primary age pupils eligible for Pupil Premium is higher than the regional and national average.

Doncaster Average	Yorkshire and Humber Average	National Average
32.9%	28.2%	25.9%

Proportion of secondary age pupils eligible for Pupil Premium is higher than the regional and national average.

Doncaster Average	Yorkshire and Humber Average	National Average
34%	30.4%	28.9%

In summary, this data suggest that the challenges Doncaster and its Children's Services face are greater than those found nationally. Therefore, it is essential that the local authority and partner agencies commission an appropriate range of services that meet the needs of the area, particularly in relation to health and education. Children and families should also have access to a wide range of early help, including parenting and wider family support.

## 5. Governance and accountability structure of DSCB

### 5.1 Chairing

The DSCB is chaired by an Independent Chair who was appointed in January 2014 by the Local Authority Chief Executive in conjunction with the DSCB partners and Lay Members. The Chief Executive holds the Chair to account for the effective working of DSCB. A performance management framework is in place to assist the Chief Executive in holding the Chair to account for his work. The Board has a Vice-Chair, who complements the role of the Independent Chair and has oversight of the coordination of the Board's business plan. Doncaster Children's Services Trust has responsibility for administrating the Board and employs and line-manages the DSCB Business Support Unit.

### 5.2 Membership

In order to fulfil its core functions, DSCB is made up of one designated representative from each of a number of partners who form the DSCB. The Board members are:

- Doncaster Metropolitan Borough Council (DMBC)
- Doncaster Children's Services Trust (DCST)
- South Yorkshire Police (SYP)
- Doncaster Clinical Commissioning Group (CCG)
- South Yorkshire National Probation Service (NPS)
- Youth Offending Service
- NHS England
- Rotherham, Doncaster and South Humber NHS Foundation Trust
- CAF/CASS
- Doncaster and Bassetlaw Teaching Hospital
- St Leger Homes

- Primary, Secondary and Special Schools
- Doncaster College
- 2 Lay Members
- Safe@Last
- The South Yorkshire Community Rehabilitation Company Ltd
- Doncaster Safeguarding Adults Board
- South Yorkshire Fire and Rescue Service
- HM Prison Service
- Primary Care
- Yorkshire Ambulance Service NHS Trust
- Expect Youth

The Board has ensured the voices of children and young people influence its work in a number of ways. These are detailed in Section 8.1 Voice of the Child and Community Engagement.

Designated representatives of the statutory Board Members are expected to serve a minimum of three years on the Doncaster Safeguarding Children Board. The DSCB also has a small number of professional advisors from key agencies. Members of the DSCB are Chief Officers from within their own organisation with a strategic role in relation to safeguarding and promoting welfare of children and young people within their organisation. They are able to:

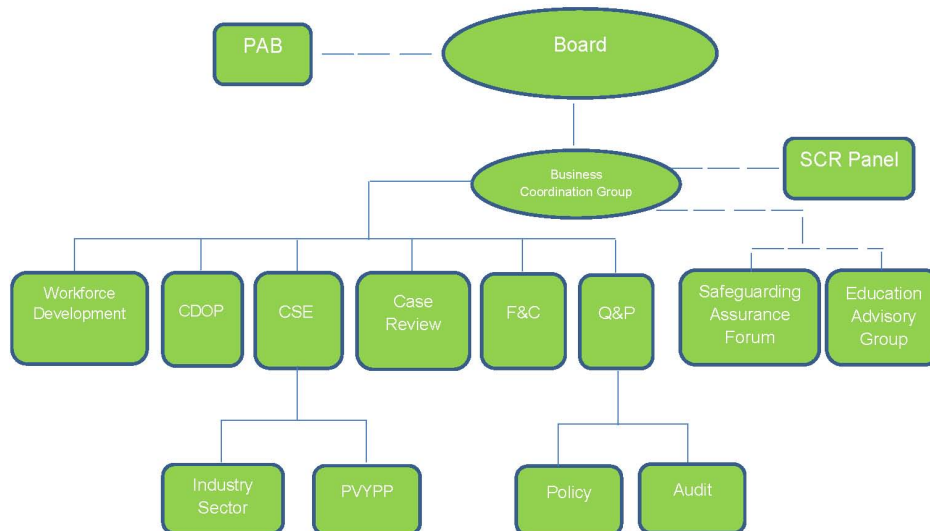
- Speak for their organisation with authority
- Commit their organisation on safeguarding and promoting welfare policy and practice matters
- Hold their own organisation to account and hold others to account and collate management information to demonstrate effectiveness.

DSCB Board Members have a clear role description, which includes disseminating the work of the Board within their respective agencies. They self-assess their effectiveness within an agreed performance framework. DSCB has appointed two Lay Members who operate as full members of the Board with defined roles and responsibilities. They are both active members of Doncaster community. They bring their local knowledge and expertise to support the work of the DSCB. Both are regular attenders of the Board and its sub-groups. In particular, one has driven forward the work of the Faith and Culture Group and the other has provided support for the CSE work and provided the Board with challenge in relation to cultural competency training. Both members have provided a summary of their contribution to the Board at appendix 3 and 4. They have also provided feedback on the progress of the Board that they have observed in the last year.

### **5.3 Board Structure**

The Board is supported in its work by a number of sub-groups as depicted below. The structure was reviewed in September 2016 and the Learning and Improvement Group was ended in favour of a less hierarchical structure. It was replaced by the Quality and Performance Group (Q and P Group) which deals directly with performance information and audits, rather than having two additional groups sitting under it. The Q&P Group reports to the Business Coordination Group whose membership was reviewed to ensure all key partners are represented. The changes to the structure have significantly reduced duplication of work leading to swifter movement of work and more robust challenge from partners.

## Sub Group Structure



The sub-groups progress the Board's strategic priorities and ensure the Board meets its statutory functions. The Health Assurance Forum and Education Advisory groups encompass their respective communities and are administered through the CCG and DMBC. Task and finish groups are established to work on specific themes as required. Attendance and commitment of partners has been good and has enabled the Board to take forward its priorities.

In January 2016 the Performance Accountability Board (PAB) was created. Its key purpose was identified in its terms of reference as:

- To act as a 'strategic summit' group for the DSCB at Chief Executive level to oversee improvement in children's safeguarding, focusing in particular on cross-cutting issues that require effective interdependent working from partner organisations
- To review progress with Improvement Plans following inspection
- To identify and resolve key areas of performance risk
- To identify barriers to progress and agree solutions

The PAB was established to meet the expectation from the Department for Education (as part of the Secretary of State's Direction to the Council) that there is a partnership body at executive level to oversee, monitor and challenge improvement. Given the leadership role of the DSCB in challenging and assuring the effectiveness of local safeguarding arrangements, it was agreed by partners that the PAB would operate within the governance framework of the DSCB and would be chaired by the Independent Chair of the DSCB. It is attended by chief officers from the key agencies: SYP, RDASH, CCG, DBHFT, DMBC and DCST. The group is administered by the DSCB.

## 5.4 Board Meetings in 2016-17

The Board has met four times during 2016/17 and also held a Board Development Day in January 2017 to agree our priorities for 2017/18. Attendance at Board level is good. Low attendance tends to be from agencies where there is only one representative from that agency or where an agency represents a number of Boards in the region. Increasingly, Board members are able to provide constructive challenge. The Board keeps a log of all the challenges made and the outcomes of these. See Annex 2, section 2.0 – Impact of the Board – Responding to Challenge, for more information.

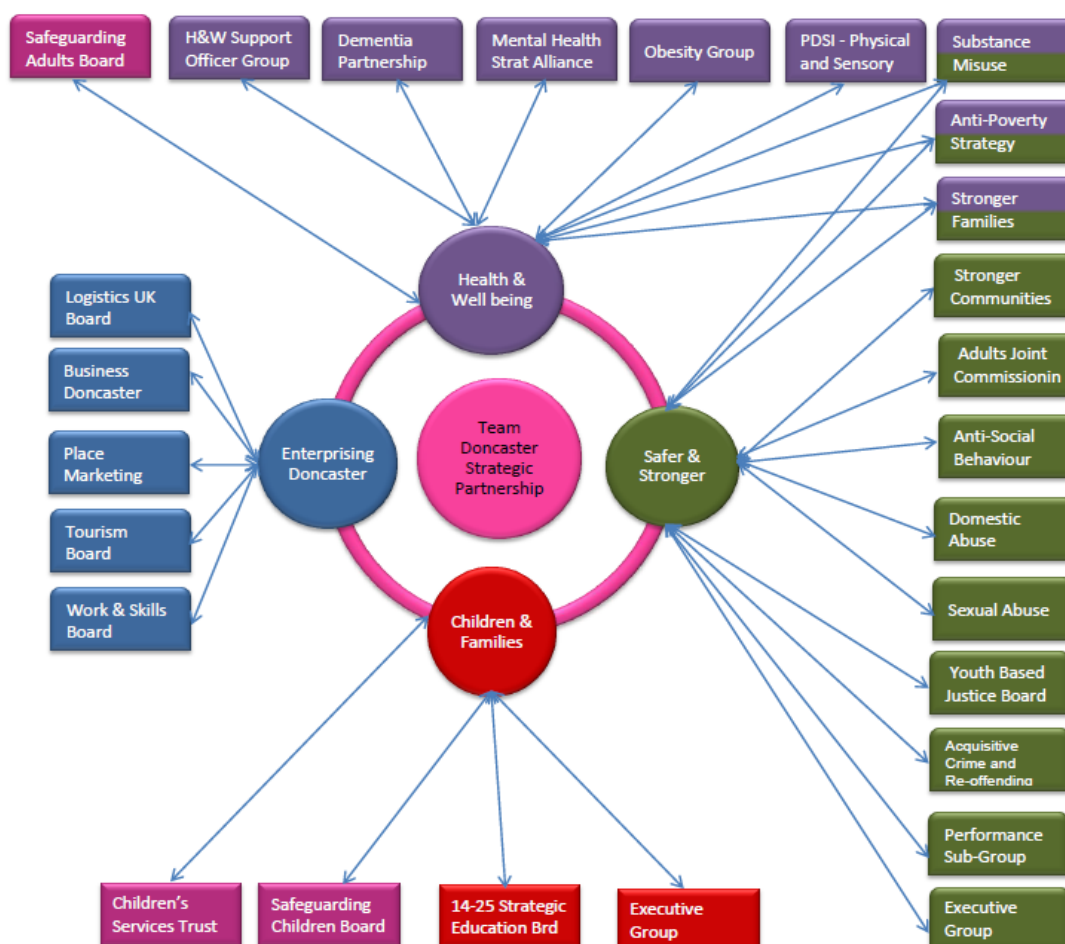
Period Covered – April 2016 to March 2017 with 4 meetings						
Agency	No of times attended	No of times representative sent	No of times apologies sent	No of times DNA	N/A	Overall %
Doncaster CCG	4					100%
Primary Care	3		1			75%
NHS England	3		1			75%
DBHFT	3			1		75%
DBHFT (Designated Dr)	3			1		75%
RDaSH		3	1			75%
Safeguarding & Standards, DCST	4	1	1			100%
YOS - DCST	2		2			50%
DCST (CEX)	4					100%
Public Health, DMBC	3			1		75%
DMBC (Director)	3		1			75%
Education, DMBC	2	1			1	50%
DMBC (Cllr)	4					100%
Legal Team - DCST	Attending on an advisory capacity, when needed.					
Safeguarding Adults	3		1			75%
SY Police	4					100%
SY Fire Service	2		2			50%
SY Ambulance Service	2		1	1		50%
St Leger	4					100%
Doncaster College	3	1				75%
Safe @ Last	4					100%
Lay Member(s)	3		1			75%
NPS	3		1			75%
Community Rehabilitation Co.	3		1			75%
CAFCASS			3	1		75%
HMP				4		0%
Primary School	2		1	1		50%
Secondary School	3		1			75%
Special School	2		2			50%

## 5.5 Links with other strategic partnerships

The DSCB is supported by established protocols to ensure good communication, collaboration and alignment with the Doncaster Safeguarding Adults Board, Health and Wellbeing Board and Safer Stronger Doncaster. There is reciprocal attendance on the Safeguarding Adult and Safeguarding Children Boards by the Board Managers. In the last year, the two Safeguarding Boards worked collaboratively to undertake a joint self-assurance exercise (more commonly known as Section 11 audit). This exercise is detailed in Section 10.8 DSCB Partners Self-Assessment (S.11) audit of this report.

The Chair of the DSCB meets regularly with Chairs of the other Boards and is a member of the Children and Young People's Strategic Partnership. The DSCB receives assurance reports from the Safer Stronger Doncaster Partnership in relation to Prevent and Domestic Abuse. Assurance reports have been provided from the Health and Wellbeing Board regarding the progress of the Mental Health and Wellbeing Transformation Plan.

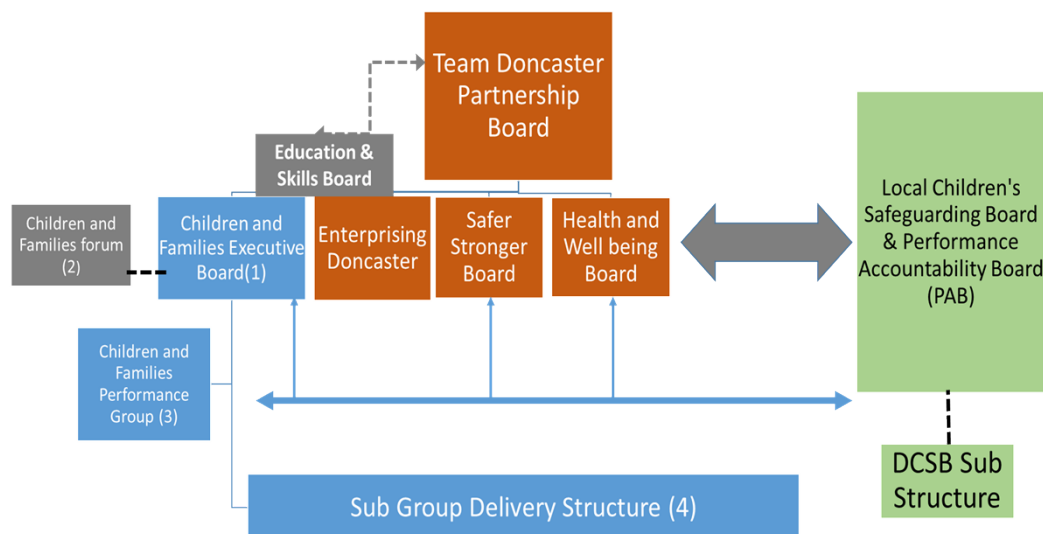
The diagram below sets out the full 'Team Doncaster' partnership framework.



Over the past twelve months, the DSCB has contributed to a fundamental review of the work of the Doncaster Children and Families Strategic Partnership (CFSP) led by the DMBC Director of Children's Services. As a result of the review, there is now a modified organisational structure for the partnership, with a clear role for the DSCB in terms of scrutiny and challenge of the work of the



partnership in respect of its work to promote and coordinate safeguarding priorities. This is shown below:



During 2016/17, in partnership with the Local Authority has developed a new Children and Young People's Plan, 2017-20, based around four key themes: healthy and happy, equality, safety, and achievement. Through the Children and Families Executive group, the partnership will be held to account for the delivery of the plan. The DSCB will receive assurances from the Children and Families Executive Group in relation to the plan and specifically on the theme of 'Safe'. This will include for example, the coordination of partnership activity in relation to early help and neglect.

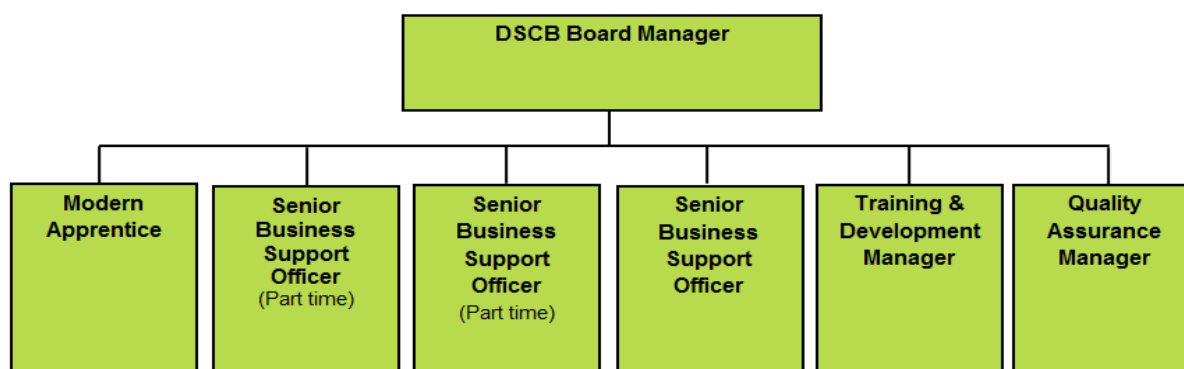
In the coming year it is expected statutory guidance on the Children and Social Work Act will come into being. The DSCB has agreed some 'key change propositions' to inform future development, whilst maintaining a 'business as usual' approach during transition.

- Work through the current LSCB in developing modified multi-agency safeguarding arrangements that represent 'best fit' for key partners.
- Retain Independent Chair role, with remit to work with key partners to initiate and lead streamlining of multi-agency safeguarding arrangements (in effect, taking forward key requirements from CSW Act 2017 and statutory guidance, within a retained LSCB framework to promote continuity and reduce risk).
- Promote values and behaviours that champion children and foster partnership working.
- Strengthen focus on local assurance, scrutiny and challenge. Key areas of focus to include: understanding and application of thresholds; response to key safeguarding risks (Neglect, Domestic Abuse, CSE, Emotional Health and Well-Being); impact of early help; consistency of core processes; quality of practice.
- Maintain an overview of the effectiveness of local arrangements, identifying areas for learning and improvement.
- Consider opportunities for functions to be carried out on a joint, sub-regional or regional basis where this would promote greater consistency and efficiency
- Encourage a regional or sub-regional approach to issues such as FGM and CDOP.
- Ensure regional dissemination of shared learning from local learning enquiries.

## 5.6 DSCB Business Support Unit

DSCB is supported by a Board Manager and dedicated business support team which is managed within the Safeguarding and Standards Unit of the Doncaster Children's Services Trust. There have

been a number of changes within the Business Unit at the latter end of 2016/17 which has provided the team with challenges in ensuring 'business as usual'. Some support has been provided from outside the unit to enable work to continue but the lack of a stable team has had impact on the continuity and progress has slowed as a result. Recruitment has been underway to replace staff and the team expects to be fully staffed again by August 2017.



## 5.7 Board Partner Financial Contributions and Board Expenditure 2016/17

The table below sets out the financial contributions of partner agencies to support the work of the Board and the expenditure in 2016/17. Partner agencies continue to manage increasing financial pressures however once again they have provided the same level of contribution to the Board as in previous years. It was considered that the core funding provided by partners was sufficient to maintain the Board's statutory responsibilities however; DMBC did contribute an additional £9.5k towards improving the training provided around Early Help. This additional funding was used to pay for additional temporary business support to facilitate the smooth running of the training courses. In-kind contributions are received from Doncaster College and DBHFT to support the training offer. DCST provide support through line-management, HR functions and other back office support.

<b>DSCB Budget Report 2016/17</b>	
<b>Employee costs</b>	<b>224,259</b>
<b>Supplies and services</b>	<b>52,237</b>
<b>Training</b>	<b>22,447</b>
<b>Total expenditure</b>	<b><u>298,943</u></b>
<b>Funded by:</b>	
<b>Doncaster CCG</b>	<b><u>97,880</u></b>
<b>CAFCASS</b>	<b><u>550</u></b>
<b>South Yorkshire Police</b>	<b><u>26,000</u></b>
<b>NPS</b>	<b><u>2,050</u></b>
<b>DMBC</b>	<b><u>171,597</u></b>
<b>Total income</b>	<b><u>298,077</u></b>
	<b>- 866</b>

The budget for 2017/18 has been agreed and partner contributions have once again stayed at the same level. The contribution from DMBC has increased slightly as a result of inflationary pressures

mainly on employee costs. This budget is in line with other LSCBs of similar size to Doncaster and will be sufficient to meet current needs. The DSCB will ensure that appropriate prioritisation is given to create the biggest impact; however it only provides limited scope for innovation or contingencies for emerging issues. Resourcing will need to be kept under review and if new demands arise it may be necessary to approach partners for a one-off contribution.

<b>SAFEGUARDING BOARD 17/18 BUDGET</b>	
DMBC	177,675
POLICE	26,000
CAFCASS	550
PROBATION SERVICE	2,050
CCG	97,880
<b>TOTAL</b>	<b>304,155</b>

## **6. Summary of Progress against DSCB Priorities**

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## 6.1 Progress and Impact against Strategic Priorities 2014 – 2017

In February 2016, the Board approved a new Business Plan for 2016/17 which brought together action in response to the Board's strategic priorities and the recommendations from OFSTED's review of the Board in October 2015. In January 2017, the DSCB held its annual development day and sub-group chairs were asked to evaluate (with evidence) the impact the work of their respective sub-groups against the outcomes in the 2016/17 Business Plan using an agreed impact rating: 1= Planned, 2 = under development, 3 = implemented with early impact, 4 = established with sustained impact. Good progress has been made in most areas however, impact is not always demonstrated. Below is a summary of progress against the DSCB strategic priorities with clear linkages made to the Ofsted recommendations (identified in the text by the reference **ORn**).

**Strategic priority 1: DSCB communicates effectively to ensure that the work of the Board is well publicised, that learning is disseminated and that the voice of children, young people, practitioners and the wider community (including minority groups and faith groups) are able to influence the Board's work.**

- a) **Develop and implement a communications strategy which clearly identifies what messages will be shared with which groups and how this will be done and identifies delegation arrangements**

**(OR9, para 155)** Develop a communication strategy for the Board to ensure that the work of the Board is well publicised and that the learning identified through the Board's scrutiny and review functions is disseminated across the children's services workforce and the communities in Doncaster. A Communications Strategy is in place which identifies how and who the Board will communicate with. Each sub-group is responsible for adding to the communications timetable when it has identified issues which need to be shared. The Board has used a variety of methods to communicate its work:

- The Board shared the progress of its work through the publication of its annual report on the DSCB website and disseminated through partner agencies represented on the Board.
- Information identified through the Child Death Overview Panel has provided information to parents on overlaying.
- The CSE sub-group has developed a communications plan on CSE which is being implemented.
- A Children and Young People Participation strategy has been developed as part of the Communications Strategy and work has already commenced on this (see 1 (b) below).
- The Board currently runs two conferences per year and a newsletter is produced to coincide with these. The last conference was used to launch the neglect strategy and disseminate lessons from serious case reviews.
- Dissemination of learning from case reviews and audits happens via briefings disseminated to all partners and placed on the DSCB website.

Communication occurs at different tiers of organisations, for example through the Performance Accountability Board at Chief Officer level, through practitioner groups, the Conferences and training and also through the website and newsletters and briefings.

Although communications have taken place as identified above, the approach has not provided a strategic approach to the dissemination of information. There has not yet been a coherent evaluation of the current strategy and its impact. Links have recently been made with the multi-agency communications group to provide advice and support in ensuring key messages are consistently shared appropriately. Recent publicity has been undertaken to raise the profile of the Board in the

wider community by taking out an advert in the Doncaster Rovers match publicity and developing CSE awareness cards. Again the impact of these campaigns has yet to be evaluated.

Overall Impact Rating = 2- Under development

**b) Implement young people's participation strategy and ensure messages from young people are evidenced in the Board's work**

**(OR7) Improve the measurement of the impact of the DSCB work, including ensuring the experience of the child is at the centre of partnership working and monitoring of activities. See also OR9 above)**

Children and Young People's Participation is included within the Board's communications strategy which was signed off by the Board in April 2016. This includes a number of ways of engaging with children and young people and this work is in progress. To ensure that the experience of the child is at the centre of partnership working their views are now incorporated into all audit activity and the audit tool includes a focus on how the voice of the child is demonstrated. The case review group has challenged all partners to provide an assurance report on how they have incorporated the voice of the child in service development and these have now been received. This is also included in the S11 self-assessment which will be undertaken in the early part of 2017/18.

In order to achieve direct feedback from young people, representatives of the Youth Parliament have attended both the BCG and the Board meeting. A presentation was provided on the Make your Mark questionnaire and members of the Young Carers group attended the BCG to request support with the young carers service. The BCG has asked that this be progressed by the Children and Young People's Strategic Partnership Board.

In April 2016 young people from Doncaster College provided a workshop at the DSCB Spring Conference on communicating with young people and in October they filmed the DSCB Conference. This provides a way of raising the profile of the DSCB with young people. The DSCB has now developed a new website which has a young person's section to enable more child and young person focussed information to be readily available.

A key issue identified through the engagement activity was that of children and young people's mental health. The Board made a commitment to championing mental health issues for young people and as a result ran a workshop at the young people's Democracy event in July 2017. Young people identified that not enough was known about mental health and asked that there should be greater awareness raising within schools. This had previously been provided by Public Health Service 'carousels'. When the Board learnt that these were no longer being resourced a challenge was raised resulting in their reinstatement until alternative arrangements could be made.

Overall Impact Rating = 2 Under development

**c) Develop mechanisms to ensure practitioners' views influence the work of the Board**

The Board has established a Practitioner Forum to enable practitioners to comment and influence aspects of the DSCB work. The group have provided feedback on the Neglect Strategy and the issues which they feel are critical to safeguarding in Doncaster. This information was then compared with the issues the Performance Accountability Group had identified and showed that both Chief executives and frontline practitioners had a similar view of what needs to be done. The Forum also helped devise a questionnaire for practitioners on the impact of early help which resulted in changes

being made to the Early Help Module and Liquid Logic. (see Annex 2 'Learning from Practitioners' for more information)

The DSCB has undertaken a programme of work to improve links directly with front-line practice. This has included attending schools' safeguarding leads meetings and team meetings for all front-line social work teams within DCST. In 2015/16 Board members undertook a 'Floor walking exercise' where members visited children services teams across the partnership to gain a better idea of the challenges facing staff. This exercise was extended until 2016/17 when its impact was evaluated. Board members were provided with a pro-forma which gave a focus to the visit and enabled them to record the views of practitioners. The results of this exercise have been collated and have informed the Board's challenges around early help and information sharing. One key point was the difficulty accessing multi-agency training which has led to more places being made available.

To ensure that there are effective communications with practitioners, access to the multi-agency procedures and training information is provided through the DSCB website and any updates are highlighted using the DSCB mailing list which now includes over 3000 practitioners. This mailing list was used to obtain feedback for the survey on Early help, resulting in 450 responses.. The effectiveness of this method is evidenced by the fact that all courses are fully booked and both Conferences were fully booked within a week of being advertised.(see Annex 2 DSCB Conferences for more information on the workshops and topics covered at the conferences). The DSCB also produces a bi-annual newsletter which is available on the DSCB website and is provided for participants at the DSCB Conferences.

Information from serious case reviews, learning lessons reviews and the findings of multi-agency audits are also provided on the DSCB website including links to National Serious Case Reviews and essential reports such as NSPCC report on Neglect and Serious case Reviews. The 'Latest News' section on the website which has included information for practitioners on Female Genital Mutilation and a practice briefing on self-asphyxial behaviour.

Overall Impact Rating = 3 Implemented with early impact

**d) DSCB develops clear links with the wider community through the work of its Faith and Culture group and can evidence how safeguarding practice has improved as a result**

The Faith and Community Group held a development day in January 2016 where it reaffirmed commitment from the group. However it was recognised that a change in the arrangements was required to continue progress. The work of the group has since been taken forward with additional resources being provided by DCST. This has enabled support to be offered to a range of communities including Muslim, Hindu, Turkish and Tamil. (See section 7.2 for more information about work undertaken with faith and community groups).

The Board has also progressed its work with the voluntary and community sector through its links with the Doncaster Youth Alliance and other sporting organisations. A similar approach has been adopted to that of the faith Community, with assurance being sought from the Board on whether safeguarding standards are in place. This has led to training and procedures being provided to a large number of organisations. (See section 7.2 for more information on this work).

Overall rating = 3 Implemented with early impact

**e) DSCB ensures that children's workforce understands the importance of cultural competency in safeguarding children**

The DSCB has developed learning outcomes to ensure the children's workforce understands the importance of cultural competency when working with vulnerable families. Some training has been provided however, this only covers a small proportion of the children's workforce and no evaluation of impact has yet been undertaken. The next step will be for partners to provide assurance about how cultural competency is included in their single agency training.

Overall rating = 2 Under development

**f) DSCB redevelops its website to ensure it provides up to date information in an easy to understand format for all key stakeholders**

The redeveloped DSCB website went live in November 2016, providing a range of information to professionals, parents and children and young people. The DSCB Business Unit has a mailing list of over 3000 practitioners from across the partnership that are provided with updates to training, procedures and briefings from learning lessons reviews.

Overall rating = 3 Implemented with early impact

**Strategic Priority 2: DSCB is assured that effective arrangements are in place for responding to key safeguarding risks including early help, child sexual exploitation (abuse), neglect, domestic abuse, mental health of children and young people and that there is consistently good practice across safeguarding services.**

**a) DSCB is assured that the early help strategy is effectively implemented and there is evidence of the impact this has had on outcomes for children, young people and their families**

**(OR1, para 147) Monitor partner agencies contribution to early help through robust audit and tracking of the number of early help assessments completed and lead professional roles undertaken.**

Since the DSCB commissioned its independent review of the Early Help and thresholds in July 2015 much work has been undertaken by the partnership to implement the new early help strategy, handbook and thresholds document. The Performance Accountability Board discussed barriers to progress and the need for the expectations of partner agencies to be made explicit. As a result the Early Help assurance framework was provided which clearly identified partnership roles and responsibilities. The DMBC Director of DCS has presented updates to the DSCB and the PAB and held PAB members to account for their role and commitment to the Early Help Framework. The DCS commissioned an external improvement partner and reshaped the Early help Implementation group to ensure improved delivery and wider partnership ownership of the strategy. The improvements made have been acknowledged by Achieving for Children in their monitoring reports for the DfE and the Local Government Association in their peer review in 2016/17.

The DSCB has implemented an extensive programme of early help awareness raising sessions to ensure frontline practitioners understand the changes and know what their role is. From July 2016, additional courses were provided for practitioners who undertake the Early Help Assessment and Lead Practitioner role. The number of Early Help Module sessions (eCAF) were doubled to ensure practitioners were able to access these.

The Board has received regular assurance reports on progress from the Early Help Strategy Group (EHSG). The DSCB performance report includes a summary of the Early Help dataset which enables challenge to be made if progress falters. The Early Help 'service pathway' has been established which includes the Early Help Hub. The Hub receives referrals and provides advice and information to practitioners across the partnership. Work continues to provide a single point of access at the DCST front door. The DSCB was provided with further assurance on this and the development of the MASH at its meeting in February 2017.

Regular audits are undertaken by the DMBC Early Help Coordinators and an assurance report was provided to the DSCB Quality and Performance Group in September 2016 which demonstrated that the quality of early help assessments has improved, although this was from a low base. The Board has undertaken a further multi-agency audit in December 2016 which found that a great deal of progress had been made. Further work is required on the quality of the early help assessments and the pathway from social care back into early help. The Board has jointly commissioned with DCST a further review of the DCST front door in 2017/18. (See Section 7.3.1 for more information on Early Help).

Overall Impact Rating = 3 Implemented with early impact

**b) DSCB thresholds are understood by practitioners and are embedded in practice**

The training and awareness sessions outlined above (2 (a)), include information on DSCB thresholds. Work has commenced on analysis of the post course evaluation and further work will be undertaken on the impact of the training on practitioner understanding of thresholds. The Early Help Review commissioned through the improvement partner 'Indigo' demonstrated an improvement in the understanding of thresholds across the partnership.

Monthly audits of the DCST 'front door', the ongoing audits undertaken by the DMBC Early Help Coordinators and multi-agency audits of S47 enquiries and strategy discussions have begun to suggest that thresholds are being more consistently understood and applied. The multi-agency audit undertaken by the Board identified that thresholds are generally understood and embedded in practice. The DSCB undertook a survey of front line practitioners on their view of early help and thresholds with over 300 respondents. Most respondents said they were confident in their understanding and application of thresholds.

Despite the training and practitioner confidence the Performance Accountability Board considered an extended topic on 'Demand management' at its November 2016 meeting focussing on the operation of the DCST front door. It identified that 40% of referrals result in no further action. A further review of the front door was jointly commissioned by DSCB and DCST in July 2017, which indicates that thresholds are generally understood. This leads the Board to be increasingly confident about the application of thresholds at the front door. However concerns remain about the reason for the high number of referrals and whether this is due to a lack a poor early help response to families. (For more information on thresholds see section 7.3.1 Thresholds and Early Help)

Overall Impact Rating = 3 Implemented with early impact

**c) Children and young people who are victims of sexual exploitation and abuse are provided with effective support which leads to improved outcomes**

The Child Sexual Exploitation and Missing sub-group has developed a dataset which provides a clearer picture of CSE in Doncaster. A repeat audit of CSE cases has been undertaken during



2016/17 which shows improvement in outcomes for individual young people. A communications plan has been developed and a timetable of communications on CSE has begun to be rolled out (linked in to the overall DSCB communications timetable).

Excellent links have been made with local industry to ensure a greater awareness of CSE. For example, over 900 taxi drivers have been trained in the last 2 years, which equates to approximately 94% of Doncaster taxi drivers with a further 81 ( 98%) of private hire companies. During 2016/17 South Yorkshire Police undertook a covert operation to establish whether hoteliers knew what action to take if they suspected CSE. Out of the 13 hotels visited, 7 responded robustly to the situation presented. Positive feedback will be provided to these hotels and the remainder have received feedback and have been offered further training. An action plan has also been developed, which contains details of the lessons learnt and future actions.

At the latter end of 2016/17 the Children Missing Operational Group was replaced with the Protecting Vulnerable Young People Group (PVYP). This new group has a broader remit than CMOG and includes a range of vulnerabilities including CSE, gangs, perpetrators and hotspots. It enables a more sophisticated analysis of intelligence, leading to improved planning for individual young people. All CSE nominals are considered at a police led multi agency meeting with specific actions fed into both the PVYP and the partnership Thrive. The Doncaster Police and CSE team have developed an intelligence submission form that has been sent to all partners to report CSE concerns. This form has been circulated to the wider CSP Partnership by the Chair of the thrive meeting.

The DSCB provided its third report to DMBC Children's and Young People's Scrutiny Panel in December 2016 demonstrating how it has addressed CSE in Doncaster (see section 7.10 for more information on CSE and Missing)

Overall rating = 4 Established with sustained impact

**d) Domestic abuse services are in place which reduce the risk of harm to families who have experienced domestic abuse and Doncaster communities better understand the harm caused by domestic abuse**

Domestic abuse is included on the DSCB dataset and the Workforce group supports the training. Three seminars have been delivered relating to Domestic Abuse supported by the Growing Futures Project. The DSCB regularly receives assurance from the SSDP of the effectiveness of the multi-agency arrangements to respond to domestic abuse and the evidence they have to support this. The Domestic Abuse Strategy was presented to Board members at the July 2016 meeting. An assurance report provided to the DSCB at its meeting in April 2017 celebrated the success of the Growing Futures Innovation Project. Growing Futures has harnessed a stronger hold on domestic abuse across the partnership. The DASH risk assessment is now consistently used and the Domestic Abuse Navigators are having significant impact in their work with both victims and perpetrators. The project has been positively evaluated by the Department for Education and in recognition of the effectiveness of the approach the Local Authority has continued to fund the project. The success of Growing Futures and impact it is having on repeat referrals is given extended consideration in the section on Domestic Abuse (which can be found in section 7.8).

Overall Impact Rating = 4 Established with sustained impact

**e) Practitioners understand and are able to respond to the early signs of neglect and this can be evidenced by a reduction in the number of families accessing social care services where neglect has been identified**

The DSCB Neglect Task and Finish group was established to provide a greater focus on neglect due to the high number of children being subject to a plan under this category and due to neglect being identified as a feature of the serious case review on Child A. The group has made good progress. The Neglect Strategy has now been launched and a programme of training is being delivered. A multi-agency assessment tool kit has been launched based on the graded care profile which is available on the DSCB website. Training has also been provided on disguised compliance and healthy scepticism, which featured in the SCR and are often factors in cases where neglect is an issue. The DSCB has received assurance from partners that this learning is also included in their single agency safeguarding training. Neglect was also the focus of the Board's biannual Conference. Extensive work has taken place through the task and Finish group to ensure that the strategy and associated tools have been disseminated across the partnership, for example Doncaster Policing Teams have raised awareness as part of their team briefings, whole school training has been updated to include the toolkit and RDaSH are currently exploring how the toolkit can be embedded into the electronic record system.

As a result of this work Team Doncaster 2017 have placed Neglect as a key priority within the Children and Young People's Plan 2017-2020. This demonstrates a decisive cross organisational commitment to ensure no child living in Doncaster suffers significant harm as a result of neglect. An audit will be included in the 2017/18 DSCB audit calendar to evaluate the impact of the strategy. The CYPP group will also develop the performance framework to ensure there is a clearer picture of neglect and the impact of the strategy. Assurance reports will be provided to the DSCB on progress.

Overall rating = 3 Implemented with early impact

- f) Services are in place to support young people's mental health and the impact of these services can be seen in a reduction of hospital admissions for self-harm and attempted suicide**

**(OR6, Para 152) Undertake a review of those children and young people admitted to hospital for self-harm and attempted suicide to determine reasons that will inform suitable preventative work.**

Data provided in the DSCB quarterly performance report showed that a high number of young people were presenting at A&E having self-harmed or attempted to take their own life. It also identified that a high number of young people were admitted to Tier 4 services for the same reasons.

A performance challenge process took place in February 2016 which scrutinised the data relating to children and young people's mental health. This included data from admissions to acute wards, CAMHs referrals and conversions to assessment and involved contributions from the key agencies working with young people with mental health issues. An action plan was implemented in June 2016 to address the issues, including an audit of all 19 young people who were admitted to hospital as a result of attempted suicide or self-harm.

The audit identified that CAMHs tends to work in isolation from other agencies and young people's health needs on occasions wait until they are in crisis before support is provided. The Board received a presentation on the proposals for child and adolescent mental health services (CAMHs) in Doncaster as laid out in the Health and Wellbeing Local Transformation plan. The Board made a commitment to championing mental health for young people and as a result ran a workshop at the young people's Democracy event in July 2016 where young people gave their views on what services and actions they thought were needed to improve services. Young people identified that not enough was known about mental health amongst both young people and professionals and asked that there should be greater awareness raising within schools. The Local Mental Health Transformation plan

outlined how it intends to support young people earlier by appointing mental health specialist workers to provide advice in schools.

The Board will continue to support the work of the local transformation plan in undertaking this work and challenged public health regarding the awareness raising sessions it was providing (see SP1 (a) OR9 for more details).

Overall rating = 3 Implemented with early impact

**g) Signs of Safety model is rolled out across the partnership and the DSCB is provided with evidence to demonstrate the effectiveness of the approach in Doncaster**

The DSCB is supporting the roll-out of Signs of Safety (SoS) across the partnership as a way of improving risk assessment and ensuring a consistent approach to working with vulnerable families. The DSCB Training Manager has been actively involved in the development and delivery of the Signs of Safety training. In total 486 delegates have attended a two hour introduction to Signs of Safety on 16 roadshows. A detailed gap analysis has been undertaken that identifies the differential between professionals at Level 3 who require the training and those who have attended the roadshows. Members of the DSCB Training Pool are now actively involved in the delivery of the SoS training. The Training Manager and training pool members have written the in house two day training. The pilot was very positively evaluated and is now being rolled out to multi agency partners. The Training Manager continues to be involved in the operational and steering groups relating to the overall SoS strategy. The DSCB multi-agency audits include questions on the use of Signs of Safety and have identified that professionals are increasingly using the model for evaluating risk. The DSCB will undertake an audit focussing on the implementation of the model in September 2017.

The model has been used in Child Protection Case Conferences since March 2016 and there is evidence that the length of conferences have decreased as practitioners have become more confident in the use of the model. In addition, practitioners across the partnership now routinely present their analysis of risk to child protection case conference using the SoS model. By modelling the approach through case conferences this has enabled partners to use the approach in their day to day practice.

Overall rating = 4 Established with sustained impact

**Strategic Priority 3: DSCB has a clear understanding of the effectiveness of the safeguarding system in Doncaster and can evidence how this is used to influence the Boards priorities**

**a) DSCB has a culture of challenge and is able to evidence how challenge has impacted on the provision of safeguarding services for children and young people  
(OR5, para 151) Ensure the challenge log is effective in evidencing areas of concern that have been raised, addressed and show what improvements have been made as a result.**

The Board has continued to develop a culture of effective partnership challenge. This is evidenced most clearly in the Challenge Log which was improved in response to a comment by the Ofsted inspectors who suggested the log “does not focus sufficiently on individual cases and escalation of issues.” (Ofsted 2015 p.43). The number of cases which are escalated straight to the Independent Chair has reduced with most now being dealt with through the lowest level of the Resolving Professional Differences Protocol. Concerns raised by SYP regarding young people going missing have been dealt with through the Protecting Vulnerable Young People Group and PAB.

Each sub-group now also adds challenges to the Challenge Log which can then be followed up at BCG and Board level. For more details about the impact of challenges made (see Annex 2, section

2.0 - Impact of the Board.) A number of challenges have also been raised to the Performance Accountability Board (PAB). See section 4(a) for more detail on the work of the PAB.

The Board has received assurance reports on the development of the MASH on a regular basis. It has also received feedback from inspections from SYP, CCG, DBHFT, RDASH and Doncaster College. Where appropriate the Board has sought assurance that action has been taken to make improvements.

The improvement in performance data and regular audit activity, coupled with assurance report provided from partners, has enabled the Board to evaluate the quality of safeguarding practice in Doncaster and understand what actions have been or are being taken to address the issues.

Improvement in the performance reporting has enabled the Board to identify areas of concern such as the number of children attending A&E as a result of self-harming and action has been taken to explore this issue further.

The Board's multi-agency audit programme has provided useful learning in relation to neglect and has been able to show the improvement in CSE work in its re-audit of CSE. The coming year will enable us to evaluate the impact of actions taken as a result of audits.

Overall Impact Rating: 4 Established with sustained impact

**b) DSCB data set provides the Board with appropriate information to enable it to identify the key safeguarding issues in Doncaster**

**(OR3, para 149) Ensure that high quality performance data is available and robust analysis occurs to enable the Board to have a good understanding of child protection and safeguarding activities across Doncaster.**

**(OR7, para 153) Improve the measurement of the impact of the DSCB work, including ensuring the experience of the child is at the centre of partnership working and monitoring of activities.**

During 2015/16 the Board began to receive quarterly performance data through its Learning and Improvement group, this now falls within the remit of the Quality and Performance group. This has continued during 2016/17. The data has enabled the Board to identify areas for challenge however the format of the report, and how much information needs to be shared with the Board has been kept under review.

One issue raised by the performance report was the low number of GP's providing reports to case conference. DCST and the CCG and GP practice managers worked closely together, resulting in changes to processes, which has now led to an increase in reports from GP's. A second issue identified in the 2016 Quarter 3 report was that a high number of young people were accessing the Emergency Department for drug and alcohol issues although this was not reflected in the numbers of young people accessing the specialist drug and alcohol service. A task and finish group has now undertaken a deep dive to establish why more young people are not accessing the service.

Good analysis of the data continues to be difficult to achieve. A challenge has been made to all partners to ensure that the meaning behind the data is provided, rather than a simple description of the data.

Overall impact: 3 Implemented with early impact

**c) DSCB disseminates the lessons from case reviews, audits and complaints to practitioners and can evidence the impact this has had on practice**

**(OR4, para 150) Ensure there is a programme of audits, and re-audits, to identify the strengths in multi-agency practice and where weaknesses are identified these are addressed promptly.**

**(OR8, para 154) Implement a system to evaluate the effectiveness of training delivered and monitor the impact on practitioner's work.**

A timetable of multi-agency audit activity, led by the DSCB is in place. The audit plan is developed in line with the DSCB priorities and other information received during the year from performance data or external reports. The Board has undertaken the following audits since the Ofsted inspection:

- CSE re-audit
- Missing children
- Strategy meetings
- An audit of children in secure accommodation and custody
- Mental health of children and young people
- LGA Peer Review audit
- Early Help, Thresholds and the Front-Door

The Quality and Performance Group also receives single agency audits which provide additional information to understand safeguarding risks in Doncaster. For more information regarding audits see audit section.

In October 2016, the DSCB published a serious case review relating to the death of a baby who died in 2014, 'Child A'. Publication was delayed due to the criminal proceedings. The DSCB has participated in two other serious case reviews led by other safeguarding boards. Action plans have been undertaken on all of these with impact on practice beginning to be evidenced. In particular the cases identified the need for workers to show professional curiosity and warned of the dangers of disguised compliance by families. These issues are now incorporated into the DSCB multi-agency training and single agency training provided by partners. As a result of the case reviews CIN procedures have been amended to ensure more robust multi-agency working at a CIN level and to ensure a process is in place to include GP information in multi-agency assessments.

The Case Review Group has developed a review process based on the Welsh Concise Child Practice Review which enabled us to extract the learning from cases in a more timely way. See section on case reviews for more information on the work of this group.

The Workforce Development group has developed outcome-based evaluation forms which enable a focus on the outcomes of practitioner training. These are currently being used on Level 3 training and neglect training and have shown significant increase in scores post-course. There is a system of reflective logs to enable workers to reflect on their learning and how this has impacted on the practice post-course.

Overall impact: 4 Established with sustained impact

**d) DSCB members have an understanding of the issues affecting front-line practitioners and can evidence how this has influenced the development of services**

The establishment of the Practitioners Forum and the Board's Floor Walking exercise 2015/16 has enabled DSCB members to have an understanding of the issues facing front-line practitioners (see 1(c) for more details). The Case Review Group has now established a process based on the Welsh

methodology for Practice Learning Reviews, which involves practitioners giving their views on learning lessons review. Two such events have now taken place; feedback from those attending was that they were extremely useful and would lead to a change in the way they worked with other professionals. (See Annex 2 section 1.5 on Learning from Practitioners for more information).

Overall impact: 3 Implemented with early impact

**Strategic Priority 4: DSCB is aware of emerging issues which have implications across the partnership and works effectively to ensure appropriate action is taken**

- a) DSCB develops a forum whereby there is a coordinated approach to priority issues which have cross-cutting agendas, such as Prevent, domestic abuse, female genital mutilation, modern slavery, hidden harm.**

The Performance Accountability Board has been established to ensure key partners identify and act on agreed priorities. The group has been ‘action-focussed’ dealing with key themes by agreeing key actions and feeding back at the following meetings. Topics are introduced by considering reports either as a scoping documents or extended discussion topics. In addition, the PAB considers key inspection and other national reports which will affect the partnership and require a partnership response.



A full report was provided the Children and Young People’s Scrutiny Panel in December 2016 which identified the themes considered by PAB and action taken as a result:

<b>DONCASTER PAB – SUMMARY OF BUSINESS AND ACTION TAKEN 2016</b>	
<b>Scoping and extended topics</b>	<b>Action taken</b>
Early help: Discussed barriers to progress and the need for the expectations of partner agencies to be made explicit	Early Help assurance framework was provided which clearly identified partnership roles and responsibilities. DCS met outside the meeting with PAB members and commitment was given to the EH Framework
Working with families with challenges – extended discussion topic. Cross-cutting report provided identifying partnership challenges	DCS to prototype an intelligence-led locality profile focussing on a specific locality. This will be linked to police dynamic intelligence
Information sharing	DSCB and DSAB to work jointly with partners to

	establish a multi-agency information sharing agreement.
Children missing from care – extended discussion topic. Cross-cutting report provided identifying areas where partners could work more effectively with children most at risk of harm	There has been a collaborative effort within DCST and SYP to meet new developments, particularly in the role of Return to Home Interviews. From 1/12/16 this function will transfer into the DCST and be sited within Safeguarding & standards. The former CMOG meetings, now called Protecting Vulnerable Young People Group (PVYP) is now more robust and has broadened the Terms of Reference and there are better actions around those. EPIC – Youth Crime Prevention Programme is now established and is part of the DCST.
How do we develop a shared strategy for managing demand across the partnership? DSCB/PAB chair provided data illustrating the high level of demand at DCST front door and the need to work differently as a partnership. Discussion centred on: <ul style="list-style-type: none"> <li>Do we have the right volume of activity?</li> <li>Should more be done in Early Help?</li> <li>Have we got work in Early Help that could be done more quickly?</li> <li>Have we got the balance right for lead agencies?</li> </ul>	Action points for January 2017: <ul style="list-style-type: none"> <li>Establish single point of access from January 2017</li> <li>Evaluate the impact of multi-agency training on the application and understanding of thresholds</li> <li>Undertake audit of thresholds</li> <li>Agree alternative arrangement for screening referrals from SYP</li> <li>Consider commissioning project to analyse demand and cost profile in Children’s Services arrangements</li> </ul>
Multi-agency audit on understanding and application of thresholds. As a result of the above discussion the DSCB was asked to provide the preliminary findings from its multiagency audit of early help and thresholds key findings were: <ul style="list-style-type: none"> <li>Good progress since previous review of early help commissioned by DSCB</li> <li>General understanding of thresholds</li> <li>Variable quality of early help assessments</li> <li>Query that the pathway from DCST to early help was clearly understood</li> </ul>	Much discussion took place on the preliminary findings and it was agreed that the DSCB and DCST would jointly commission a further external review to examine practice at the front door.

Overall impact: 4 Established with sustained impact

**b) DSCB promotes opportunities for working across geographical areas where this would provide a more cost-effective response or improvement to current working arrangements**

The DSCB has reviewed its processes in relation to Female Genital Mutilation as a result of the new statutory guidance and has provided seminars to raise awareness and inform the workforce of their duty under the new guidance. The Board is also working with the Health and Wellbeing Board to develop and implement the Hidden Harm Strategy. The aim of this strategy is to improve outcomes for children whose parents misuse drugs and alcohol.

Sub-regionally, Board Managers have held discussions about the possibility of providing some services on a sub-regional basis such as procedures, training and CDOP. Similar discussion have taken place with the DSAB to consider initiatives which could be more effective if undertaken jointly, such as some publicity or marketing campaigns and links with the wider community. The DSAB and DSCB currently hold a joint self-audit process. The second of these is currently underway, due to be completed in July 2017. They have also agreed to hold a joint Safeguarding Week in October 2017.

Sub-regional working has enabled the development of two innovative projects; The South Yorkshire Empower and Protect Innovations project set out to test a new model of working, supporting children at risk of CSE through the use of therapeutic interventions; the Mocking Bird Family Model is a new approach to foster care which has created 'constellations' of foster carers to provide a fostering 'extended family' for children in foster care. More information on these projects can be found in Annex 1, p.11.

Overall impact: 3 Implemented with early impact

**c) DSCB considers the implications of the CSW Act (Wood Review) and plans towards its implementation**

Preliminary discussions have taken place with relevant partners to consider the implications of the CSW Act. The Association of Independent Chairs Conference in November 2016 gave Chairs and Board Managers the opportunity to consider the opportunities and challenges which now present themselves. The Board awaits the new guidance and legislation to provide details of changes. However in the meantime it will continue to look at opportunities which may be provided by alternative processes and ways of working.

Overall rating : 3 Implemented with early impact



## 7. Quality and Effectiveness of Local Safeguarding Arrangements

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This section covers the statutory responsibilities which the Board must have oversight of as identified in Working Together 2015. It provides a statement on the sufficiency of arrangements to ensure children are safe and identifies challenges and priorities for the coming year.



### 7.1 Voice of the Child and Community Engagement

Across the partnership in Doncaster the voice of the child has continued to be a high priority. The DSCB has seen its role as two-fold:

1. Ensuring that young people's views influence the work of the Board
2. Seeking assurance from partners about how they have ensured the child's voice has influenced their services.

Make Your Mark (MYM) is a national ballot consultation for young people (YP) aged 11-18yrs which identifies the top four priorities of concern to young people both locally and nationally. Doncaster reached 30.2% of the population age during the 2015 consultation. In February 2016, the Children and Families Partnership Board (CFPB) worked in partnership with young people to co-produce action plans based on each of the four locally identified priorities: Transport, Living Wage, Curriculum for Life and Mental Health.

In July 2016, young people representing disabilities, children in care, young carers, Doncaster College and members of youth parliament facilitated a democracy event. At this, students from across the borough had the opportunity to discuss the identified priorities in more detail with CFPB members and service providers thus enhancing youth voice participation. The DSCB supported this event and facilitated a workshop on mental health.

The outcome of the event was the co-production between young people and decision makers of agreed action plans based on the priorities identified in the MYM 2015 consultation which were endorsed by the CFPB. The actions relating to mental health were delegated to the lead for the

Children and Young People’s Mental Health Transformation Plan. The Board has continued to seek regular updates to ensure this plan is progressing. (see Appendix 1 for plan)

As part of the DSCB multi-agency audit process agreement is sought to contact young people for their views of the services they have received. The audit report on Children in Custody included the following feedback when asked if they had someone they felt they could talk to:

*“YOS and key worker, they understand me and can make me think and behave differently” (YP F, aged 17).*

*“CAMHS made me realise I don't have to focus on the same problem all the time I can live a life as well” (Child J, aged 14).*

And from the Thresholds and Early help audit a young person commented on the services they had received:

*“...IFST have been involved with the family and me working with us to make things better”.*

In addition to direct influence, the Board has also sought assurance from partners regarding how they have ensured the voice of the child within in each agency, how this is incorporated into training and what impact it has. All key partners responded and provided assurance on how this was being done. For example, DMBC noted that its staff undertook Total Respect training and that they had now appointed Voice champions to lead on this work.

The DSCB Quality and Performance sub-group received single agency audits on a range of themes as part of its performance framework. One such report was received from DCST on an audit it had

undertaken on the voice of the child in child protection processes, as evidenced in case files. It noted that:

- A number of cases evidenced good use of direct work tools with children to obtain their views, wishes and feelings.
- More children could be invited to and encouraged to attend child protection case conference.
- Children's views, wishes, feelings and voices not always explicitly recorded on case records.
- Inconsistent recording regarding children's engagement in child protection processes.

As a result, DCST has completed an action plan to address these issues, for example work has now commenced to encourage more children to attend conferences.

The Participation & Engage Sub group (P & E) is a formal sub group of and reports directly to, the Children and Families Partnership Board Executive group with a remit to uphold CYP's right to a 'voice'. All sub group members share the commitment to championing the voice of CYP as a 'right' within their respective organisations and within the P & E sub group and share the ambition for Doncaster to become the most 'child friendly' borough in the UK. Membership of the sub group ranges across the spectrum of the strategic partnership. Given its statutory obligations to lead the partnership, the local authority chairs the meetings, but no single organisation has control of the decision making process, all partners are equal members and all jointly own the work programme and share leadership and accountability.

The group first met in the summer of 2016 and produced some 'mapping' of voice and engagement across Doncaster as an intelligence base. The sub group began to meet formally in November 2016 and agreed its outline work programme and terms of Reference.

The most pressing two items on that work programme was the production of a CYPP engagement strategy and facilitating CYPF engagement in the Children and Young people's Plan (CYPP). By January 2017, the group had produced the draft P & E strategy based on desk top evidence and national best practice.

A number of task groups were established and two major set piece consultative events were held at the Dome in February 2017 and the CAST theatre in May 2017, attended in total by over 100 children and young people from a range of backgrounds. These sessions also facilitated the consultation and production of the Children and Young People's Plan 2017 – 2020, including the production of a child friendly version of the CYPP (in the form of a film) which was then launched at a high profile event at the Keepmoat stadium in May 2017. This culminated in the final draft of the P & E strategy which will be presented to the Children and Young Peoples Board in September 2017. A child-friendly version of the Children and Young People's Plan is now being developed by this group and is expected to be available in September 2017.

## **7.2 Voluntary and community sector, including faith groups**

The DSCB Faith and Culture group continued to meet regularly during 2016/17. Progress however was faltering due to the time needed to engage with community groups and having no specific resource to undertake the work. The approach which had been developed was to provide groups with a list of standards and an audit tool for them to rate themselves against. Discussions with community and faith groups found that the standards and audit tool was too complicated. In order to make progress the audit tool was simplified and a resource was provided by DCST to enable contact to be made with particular faith groups as identified by the sub-group to collaboratively complete the audit activity.

In October DCST provided additional resources through the Safeguarding and Standards Service. This has led to contact being made with members of the Muslim, Hindu, Sikh, Turkish and Tamil communities. Support has been given to complete the self-audit of safeguarding standards and groups have been supported in developing safeguarding procedures and training has been planned. Training has now been provided for the Redeemed Christian Church of God.

A number of groups have now been contacted and have been supported to adopt the safeguarding standards through the development of appropriate procedures and the provision of safeguarding training. This work is ongoing and in the future will address such issues as sexual exploitation, female genital mutilation and forced marriage.

In November 2016, a number of disclosures were made in the media relating to historical child sexual abuse which is alleged to have been carried out by football coaches. The abuse was against a number of professional footballers and former academy scholars at various professional clubs. The precise number of players, alleged abusers and clubs as yet is unknown.

In response to this, the Independent Chair of DSCB requested assurance on the safeguarding arrangements in sports settings in Doncaster. By using a similar approach to that used with faith groups, it developed an audit tool based against a set of standards and wrote to the larger sporting organisations to ask them to complete the audit tool and respond to the DSCB. Seven organisations responded:

- Doncaster Rovers FC
- Doncaster Rugby League Club
- Club Doncaster Foundation
- Doncaster Rugby Union Club
- DARTS (The Point)
- Doncaster Community Leisure Trust (DCLT)
- Flying Futures CIC
- Doncaster Chamber of Commerce
- Active Fusion

A report was provided to the DSCB in February 2017. This identified the key findings from the audit and future actions to be taken. It was agreed that each organisation would be invited to a challenge meeting to discuss the findings of their audit and agree any further support they may need. The challenge meetings all took place in March 2017. Most organisations were able to provide evidence of good safeguarding practice. Others were supported in developing improvements to their procedures and training was provided to all organisations by the DSCB.

This work is now being continued to include smaller sporting groups across Doncaster.

## **7.3 Thresholds for Intervention, Early Help and the Multi-Agency Safeguarding Hub**

### **7.3.1 Thresholds and Early Help**

Under Working Together 2015 the LSCB has a statutory function to assess the effectiveness of early help arrangements. Continued progress has been made in 2016/17 to establish systematic and increasingly effective early help provision. Concerns remain about the quality and consistency of casework; the take-up and effectiveness of the lead practitioner role in some partner agencies remains variable.

The DSCB has continued to have regular updates on the progress of early help including challenges being made through the Performance Accountability Board.

### **Performance**

Early Help Strategic Group has developed a performance score card enabling them to target development. The performance data is provided on a quarterly basis to the Board through its own performance framework to provide assurances on progress.

### **Key Findings on Performance:**

- Number of enquiries into the EHH has increased by 31% between Q4, 15/16 and Q4, 16/17.
- 75% of enquiries (6,230 of 8,343) into the Early Help Hub are for children living in the 30% most deprived LSOA's in Doncaster. 57% of the 0-19 population of Doncaster live in the 30% most deprived areas.
- 56% of enquiries to the EHH have been for children aged under 9. 19% of all enquiries relate to young people between 14 and 18 years of age.
- On average there is between 1500 – 2000 cases open at any one time. Education is Lead Practitioner for 50 % of open cases followed by Parenting and Family Support Service 42 %.
- LP uptake from the health economy, by individual services remains below 2.5% each of the total allocated cases.

### **Quality**

The quality of single agency early help cases audited by the DMBC Early Help Coordinators (EHCs) remains variable with the 77% of cases assessed as 'inadequate' or 'requires improvement' (32% and 45% respectively). The quality of work varies across the partnership with those cases where the lead practitioner is from the Parent and Family Support Service (PAFSS) (DCST) showing a consistently better standard with 84% of cases being either 'requires improvement' or 'good'. In 2017/18 there will be a drive to improve quality through the EHCs working closely with managers across the partnership (not including PAFSS) to provide support and oversight to their staff. The EHC will also improve direct work with families by individual practitioner support.

The key themes that emerge from all audit activity show that improvement is needed in the following areas:

- The quality of assessments, including the child's voice to be evidenced and an analysis in terms of impact for the child required
- Father's views not always sought and information from other agencies not always evidenced.
- The outcome of assessments did not always link to a clear plan of intervention.
- Plans not always SMART or up to date and a need for them to be regularly reviewed.
- Greater management oversight and supervision required and a need to improve and evidence reflective discussion.

Staff across all agencies report that the audit process is supporting them to improve their practice as lead practitioner.

### **Training**

There is now a detailed programme of training available to all agencies to support them in delivering early help to families. Staff in all agencies report they are more confident in taking on the role of lead practitioner and better supported through training and the local networks when they are accessed.

Course Name	2016-17			
	Q2	Q3	Q4	Total
What is Early Help?	42	63	86	191
Role of the Lead Practitioner	57	64	48	169
Assessments Workshop	12	5	0	17
Outcomes and Plan Workshop	11	0	2	13
<b>Total</b>	<b>122</b>	<b>132</b>	<b>136</b>	<b>390</b>

'What is Early Help?' is an introductory course aimed at all professionals working with children. The role of the Lead Practitioner is more specific and aimed at professionals assuming that role. The Assessments/Outcomes and Plans Workshops are offered as additional support. The first two courses ('what is Early Help?' and 'Role of the Lead Practitioner' are mandatory, and the second two courses ('Assessments Workshop and 'Outcomes and Plans Workshop') are voluntary; which may explain the difference in attendance. Attendance at all courses is reviewed on an on-going basis.

### Impact of Training

In May 2017 an evaluation of the impact of training demonstrated that of the cases which were closed 44% were de-escalated, 27% remained static, and 8% escalated to a more targeted service. Although this demonstrates the effectiveness of work on outcomes, it is recognised that case closure reasons are not enough to show impact therefore the Outcomes Star is being introduced as the agreed method for evidencing impact consistently in 2017/18.

In April 2016 assurance activity was undertaken via the DfE appointed improvement partner (Achieving for Children) with a report to the DfE which provided assurances that the EH pathway was secure and that there was evidence of positive impact in the lives of families.

#### Summary of findings:

- There continues to be strong evidence that professionals from different agencies make appropriate referrals to the Early Help Hub in order to access multi-agency early help support for children and their families in a timely manner.
- The partnership is appropriately identifying and providing support to more families.
- The large majority of open cases also have a current family plan which is, again, a significant improvement. The timeliness of assessments and care planning is good.
- The quality of assessment and intervention planning remains variable but is improving.
- The impact of direct work has reduced the vulnerability of most children and young people. The Outcome Star Framework is increasingly being used with families and children to map and measure progress.
- Less concern re step-up but acknowledge an issue with step down from social care
- Performance data is sophisticated and provides intelligence about the quantity and effectiveness of early help support. This intelligence has been used well to develop services both at strategic and operational levels. The quality of performance data available to managers and practitioners is good.

### Findings from the Multi-agency Audit Autumn 2016

As part of its regular audit activity the DSCB undertook a multi-agency audit of early help in the autumn of 2016 with a report that followed in January 2017. The findings of this report were discussed at the Partnership Accountability Board. The audit demonstrated that thresholds were understood in the majority of cases but not always applied correctly across the continuum of need. No

children were left at risk as a result of inappropriately applied thresholds. However, in a small number of cases, ACPS did not appear to have been proactive in making arrangements to step down the family when the threshold for social care intervention is no longer met. This was in part due to the reluctance of partners to take on the Lead Practitioner role.

As a result of the findings from this audit the DCST and DSCB commissioned a further review of the front door and early help services in June 2017. The findings from this review fall outside the dates of this annual report and will more correctly be reported in next year's report, however in brief the findings were as follows:

- There is a good understanding of the various thresholds in place in Doncaster and they are generally operating well.
- There is a need to improve the step up and step down pathway arrangements from Early Help and CSC to ensure more effective support for individual children and young people as needs change and support information sharing on families.
- The Early help arrangements need greater engagement from some partners with improved communication about how the system works and the responsibilities to support families through an early response.

### **Next steps**

Although considerable progress and early signs of impact is evident, more needs to be done. The DMBC Director of Children's Services will continue drive forward the early help agenda. He will provide challenge to relevant health providers to fully engage in the Early Help response and the uptake of the Lead Practitioner role. The DMBC Early Help Co-coordinators will continue to focus on improving the quality of practice within schools and to engage the partnership in the full early help training package. A review will be undertaken of cases where children are referred from early help services into children's social care (step-up) and particularly where they are referred back to early help services from social care (step-down). The findings from the review will provide learning points for improvement. The Early Help Strategy Group will undertake a mapping exercise to demonstrate what services are available for families, define how these services can be accessed and ensure locality partnership resources are fully utilised. A communications strategy will be developed to ensure all professionals, families and the general public understand what the pathways and services are for families requiring early help.

### **7.3.2 Multi-agency safeguarding hub arrangements (MASH)**

The MASH was introduced in 2015 led by DCST. The DSCB has received regular assurance reports on the progress of the MASH; the last one being in April 2017. The Board has requested clarity on the referral pathway and governance arrangements, however the last report was requested by the DSCB Independent Chair and focussed on key assurance questions (see below).

DCST social workers, Health (CAMHS), South Yorkshire Police and Education are all represented in the Hub. St Leger Housing previously were represented but are not currently represented. There is currently no single point of contact for children's social care but this is expected to be in place by July 2017.

The volume of MASH enquires varies across each week and there is little predictability.

### **Areas for development**

Since this report was provided the function of the MASH is being explored with partner agencies, to ensure that it meets the needs of Doncaster children and families into the future. A recent Ofsted visit has confirmed that the Front Door arrangements of the Trust are safe and did not relay any concerns into how the Mash is used as part of this process.

## **7.4 Families with complex needs**

### **7.4.1 Children with Disabilities**

Services for children with disabilities includes support offered in schools through the Special Educational Needs and Disability Service (SEND) based in DMBC, and services for those children with more complex disabilities who require an Education Health and Care Plan. Those with more complex needs would be supported through Children's Social Care.

The SEND team continues to deliver all SEND statutory duties on behalf of the LA with a 100% compliance rate for conversions of statements to Education/health and Care plans. The team plays a critical role in liaising with Special Schools to support safeguarding practice in and around children with additional needs.

The team receives regular safeguarding input and have strong links with the wider support system, for example Commissioning, the Safeguarding Lead and Standards and Effectiveness Team. The team are responsive and act quickly when sub regional alerts on Out of Authority (OOA) placements are received; parental concerns are followed up with the parent, setting and services. The team plays a critical role in connecting special schools with the wider system.

The Children with Disabilities social work team transferred from DMBC to Doncaster Children's Services Trust on 1st June 2016. On 1st September 2016 the Oaklands Residential Short Breaks children's home also transferred to Doncaster Children's Services Trust.

The Children with Disabilities Team is a social care team that consists of a team manager, social workers, social work assistants and business support colleagues. The role of the team is to provide a statutory social work service to children with complex, multiple and enduring disabilities and health conditions. Where there are safeguarding issues, these will be dealt with by the Children with Disabilities Team and where children with severe disabilities become children in care they will usually have a social worker in the Children with Disabilities Team. This includes those who become children in care as a result of having a short break package that involves more than 75 overnight stays per year.

The team members have specialist knowledge and skills in relation to disabled children, but also have the same core children and families social work skills as their counterparts in the area-based social work teams, enabling them to manage complex cases involving safeguarding concerns.

As well as safeguarding and supporting over 120 children at any time, the team also supports wider work for example in relation to transitions from children's to adult services, supporting the provision of training on safeguarding disabled children and supporting the Trust's Voice Group in relation to hearing the voice of disabled children who may not be able to communicate using words. The team are all trained to talk to children using Makaton and have a variety of resources that can be used to work with children who communicate without using spoken words.

Joining the Trust has enabled the team to develop closer working relationships with other social work teams; however the team have retained their important links with other services for disabled children including the SEN department, short break provision etc.

Oaklands is a children's home that provides short breaks for children with disabilities who have complex care needs. These breaks give their families a rest but also provide the children with an opportunity for social interaction and fun in a safe care setting. The



Like all children's homes, Oaklands is inspected regularly by Ofsted and is currently graded as good. The report from the 9th March inspection states:

"This home was judged good at the last full inspection. At this interim inspection, Ofsted judges that it has improved effectiveness".

A fully trained and supported staff team is able to meet the care needs of children and young people. The committed and efficient manager attained registered manager status in August 2016, having managed the home since January 2016. He is aspirational for the children and young people in his care to be happy, safe and achieve to the best of their ability. He has worked extremely hard to improve care and outcomes. This has included working together with senior managers from the trust to ensure that parents are fully informed and able to play a more active part in planning for their child's care. The active participation of parents and family members, coupled with the impressive partnership working with local schools, ensure that children and young people receive consistent messages empowering them to make real progress in their personal development.

The recent addition of an excellent sensory room provides even more choice for shared experiences or quiet time alone. Bedrooms are individually prepared for children and young people's arrivals, promoting a sense of welcome and security. The communal rooms are bright and colourful, with seasonal decoration on the walls, such as art work and posters in preparation for Mother's Day.

Children and young people thrive in this stimulating atmosphere, allowing them to have fun with their friends. A taxi driver wrote in the compliments book: 'When I turn in to this road with [Name] he giggles and claps and he doesn't do that anywhere else.' As a result of staff support and encouragement, children and young people are empowered to engage in social interaction in a way that they would not otherwise have been able to. This includes in-house activities as well as attendance at local soft-play centres. This promotes inclusion and expands children and young people's horizons. The experienced and enthusiastic staff team provide children and young people with consistent, well-planned care. Staff report positively about the improvements in their support and supervision, which enable them to have more of an understanding of their role and responsibilities.

#### **7.4.2 Stronger Families Programme**

Stronger Families continues to be a transformational programme and seeks to embed an "ethos of working" and holistic approach to family working across all partners and agencies.

Hence, in this second year of the expanded programme the DSCB were assured that the message that Stronger Families is not a separate service or a separate referral pathway and is in fact "everyone's business". It is being used as a means to strengthen and support the Early Help Offer and reinforce the role of the Early Help Hub – pathway and process.

The programme continues to provide capacity in services to support the transformation needed to deliver coordinated whole family working; including four posts in the Early Help Hub, four EWO posts, Early Help posts, intensive family support, work in DCST and commissioned complex family support through YWCA.

Additional support is also available to services and agencies through use of the stronger families' innovation fund and specialist advice and guidance from the DWP employment advisors.

Progress has been made with the implementation of the full case management system on EHM, an interim solution will be available in August 2017, and this will help recording, monitoring and tracking of families more efficiently and should lead to more claims being identified and support the management and monitoring of service transformation.

Stronger Families programme continue to fund training and programmes such as Moving on Together (MoT), Getting On programme and Working with Uncooperative Families. It has funded the

implementation of the Outcomes Star to help evidence progress with families through early help and support and has developed a robust Outcomes Plan.

A quarterly performance report from Stronger Families goes to DSCB and progress reports go to Health & Wellbeing Board and Safer Stronger Partnership Board. As a minimum an annual session with Overview and Scrutiny Management Committee (OSMC) takes place to reflect progress and issues. An issue was raised through the DSCB regarding ensuring that families are identified across the partnership in order that potential claims can be identified. Partners took this back into their agencies for action.

Next Steps and Future Challenges include:

- Further embedding Stronger Families ethos into practice across the Team Doncaster Partnership and thereby drawing out potential claims from cases. Targeted activity with services and partners is planned on a phased approach along with discussion about support, training and development opportunities and agreeing targets for PbR claims.
- Maximising the income potential for Doncaster. While we are on track to meet our targeted number of families engaged on the programme, the current projections of the payments by results claims figures are below target for Doncaster, which presents a risk to the future income for the remainder of the programme..
- The implementation of the whole family case management system through the Early Help Module is continuing and is expected to go live 1st October 2017.

## 7.5 Children in Need

In the first quarter of 2016/17 (Apr-June) there were 2790 child in need cases open to Doncaster Children's Services Trust. This number reduced throughout the year and by quarter 4 2016/17 (Jan-Mar) the number stood at 2548. The decrease is attributable to the implementation of the Early Help Pathway and improved understanding of thresholds amongst professionals. This can be seen through an increase in early help referrals.

Doncaster has a higher number of Child in Need cases than the national average. The average rate of child in need cases, under the age of 18 years, for 2016/17 is 407 per 10,000 of the population. The latest national annual figure stands at 377 (Children in need census 2015/16). There is, however, considerable variability in the rate at a local authority level. At 31st March 2015/16 the lowest average number was 151 ranging to the highest of 700.

Performance Indicator	National Average 2015/16	Doncaster Average 2015/16	Doncaster Average 2016/17
Number of CIN cases per 10,000 of population under the age of 18 years.	377	382	404

DCST undertook a review of all its CIN cases to ensure that children were receiving an appropriate service. As a result a number of cases were escalated to child protection level, and this eventually also led to an increase in the number of children who became looked after. Recent audits of CIN cases have shown much greater consistency and improved practice providing assurance that these children are receiving a quality service at the right level.

## 7.6 Child Protection

In last year's annual report it was reported that the number of children subject to a child protection plan had risen steadily from 305 in July 2015 to a high of 441 in December 2015 after which they began to decline. The Ofsted report noted that there was a legacy of children not receiving services early enough and some being left in vulnerable situations for too long.

The reason for the increase in children subject to a Child Protection plan was attributed to DCST undertaking a review of its child in need cases after the Ofsted inspection in 2015, resulting in a large number of CIN cases being escalated to child protection. The number of children subject to a plan reached a peak of 442 at the end of February 2016 and since this time the numbers have declined to 430 at March 2017 and this trend has continued to June 2017 at 375. Information regarding statistical neighbours showed that Doncaster had a high number of children subject to a plan. The DSCB will continue to seek assurance that Doncaster is now in line with other similar Local Authorities.

As would be expected from this fall this is evident in the reduction in the number of Initial Child Protection Conference requests and increase in the numbers of children who have been removed from a plan. There has also been an increase in number of children who were subject to a CP plan who have become looked after.

### Total number of children in need at the end of the month (includes CPP and CIC)

Apr 2015/16	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr
	2,278	2,275	2,387	2,429	2,408	2,442	2,547	2,496	2,448	2,388	2,434	2,467
2016/17	2,543	2,684	2,790	2,738	2,665	2,587	2,481	2,561	2,582	2,594	2,559	2,548
2017/18	2,623	2,622	2,806	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
2016/17 Rate/10k	390	411	428	420	409	397	380	393	396	398	392	391

### Children subject to a child protection plan per 10,000 population aged U18

	Statistical neighbour average 2015/16	National average 2015/16	2013/14	2014/15	2015/16	2016/17
	54	43	51	46	62	66

### % Children subject to a child protection plan for a second or subsequent time

	Statistical neighbour average 2015/16	National average 2015/16	2013/14	2014/15	2015/16	2016/17
	18	18	18	19	18	16

The category of neglect continues to dominate. Audit activity suggests it is an overused category but for most neglect cases it is appropriately used. Further work is being undertaken to establish whether in some instances there is a more appropriate category, particularly for cases of domestic abuse. Work has been undertaken and will continue with the Child Protection service around this, including group audit of cases, managerial and self-review of recommendations, and workshops with the chairs around categories.

Category of abuse	% of children under each category 2016/17
Emotional	14.9% (20.50% 15/16)
Neglect	74.9% (69.24% 15/16)
Physical	49% (5.86% 15/16)
Sexual	5.3 % (4.31% 15/16)

Work has been undertaken to improve attendance or contribution of partner agencies at Child Protection conferences. This has included improvements in the timeliness of invitations and work across the partnership to emphasise the importance of good information sharing. This has also led to an improvement in agencies providing reports to conference, including GP's, which in the past has proved problematic. The introduction of the Signs of Safety (SoS) format for all Child Protection reports has led to an improvement in the quality of reports provided, and consistency by professionals with families.

#### Agency attendance at child protection conferences (CPC) 2016/17

Agency	Initial CPC's & Transfer In	Review CPC's
<b>Social Worker</b>	100%	100%
Education	88%	93%
School Nurse	79%	74%
Health Visitor	91%	83%
Midwifery	66%	81%
Probation	33%	51%
SYP	45%	4%

Work has been undertaken to enable more children and young people to participate in their conference. This has been done by a number of means including the use of a PowerPoint and examples of direct work being presented to conference. There is a "Voice" champion in the team promoting participation and the voice of the child being evident in the conference. The introduction of MOMO (Mind of my Own – an app that children can use to directly share their views) has also provided children and young people with more choice of how they can engage and with the service / meeting and shares their views.

The DCST Signs of Safety (SoS) champion in the Child Protection team is working with DCST locality teams to implement the model consistently in all practice. The model was implemented into DCST conferences in March 2016. It has seen positive results in terms of understanding and engagement

with professionals and families. The SoS conference report was implemented in October 2016 which has ensured that all conference reports are aligned to SoS, across the partnership.

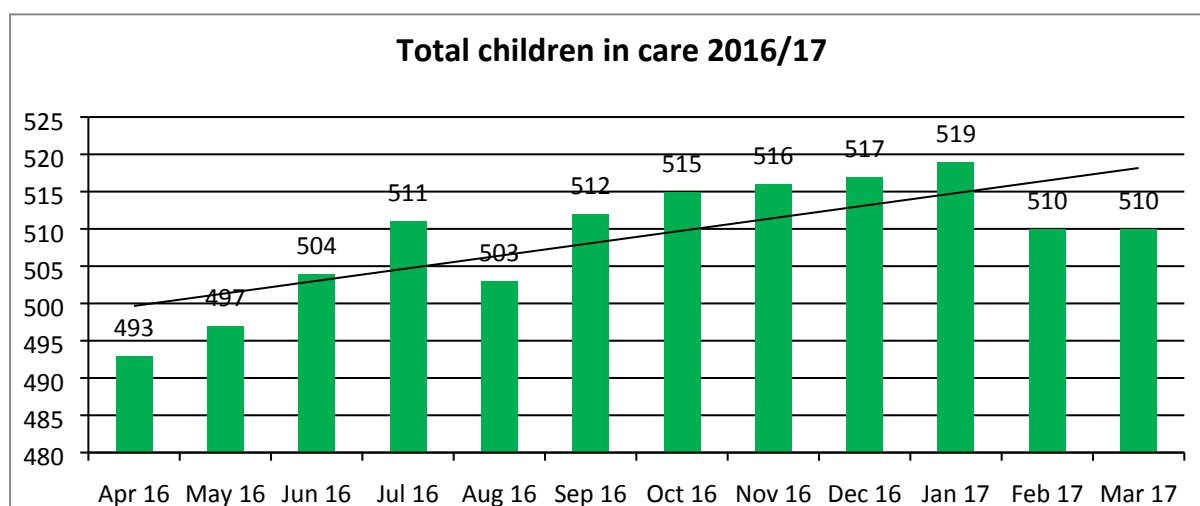
## 7.7 Looked after Children

The DSCB receives the IRO Annual Report to provide assurances about services for looked after children. The information provided below is extracted from this report.

During the year 2016/17 there have been a total of 1296 review meetings which identifies that there were 232 more review meetings than 2015/16 (1064). This increase is in line with the number of children in care increasing as a whole over the year 2016/17. As at 31 March 2017, there were 510 children in care.

Over the past year there has been a gradual increase in the number of children in care in Doncaster. Although the figures have fluctuated slightly as children have entered and exited care.

- The number of children in care in Doncaster:
- 1st of April 2014 - 512.
- 1st of April 2015 - 483.
- 31st of March 2016 487.
- 31st of March 2017 510.



Children placed by age and placement type

Placement Type	Age Band									
	Under 1		1-4		5-9		10 - 15		16+	
	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female
Foster Care	13	8	18	20	39	36	89	74	24	31
Residential	2	0	0	0	0	0	24	10	20	16
Foster care with relative or friend	6	2	8	4	6	3	6	5	4	4

<b>Placed for Adoption</b>	1	0	2	4	3	3	0	0	0	0
<b>Placed with Parents</b>	0	0	2	3	2	1	1	1	3	1
<b>Secure/YOI</b>	0	0	0	0	0	0	0	0	1	1

Throughout the period 1 April 2016 – 31 March 2017, as well as the above placement type, a further breakdown illustrates the range of provision that was provided for children:

Type of placement	No. of children placed during 2016/17	No. of children placed during 2015/16
<b>Unaccompanied Asylum Seeking Children</b>	3	3
<b>Placement in adjacent local authorities</b>	80	74
<b>Placement in distant local authorities</b>	95	116
<b>Children placed out of authority in foster care</b>	119	125
<b>Children placed out of authority with families and friends carers</b>	15	9
<b>Children placed in DCST with families and friends carers</b>	32	34
<b>Children who became LAC as a result of remand into custody</b>	0	4
<b>Placed in DCST children's homes (inc. CWD)</b>	0	10
<b>Children placed in DCST foster care</b>	228	136

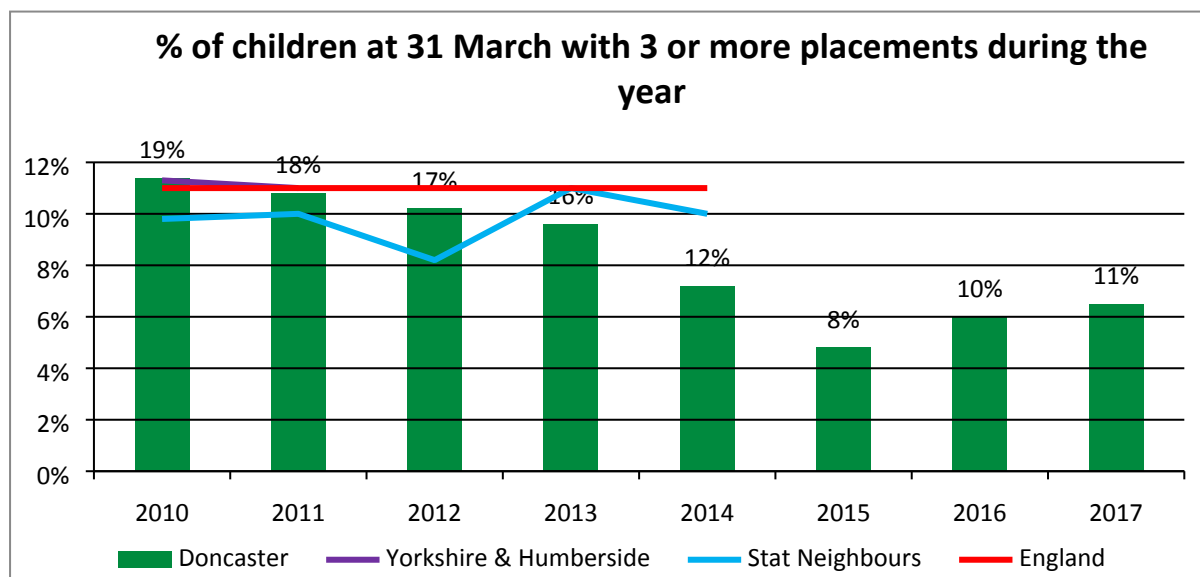
Since October 2014, DCST has ensured the appropriate application of the Looked After Children Regulations. Robust social work ensures that all children have the option to live with a family member explored. Work has also been undertaken to increase the number of children placed in Doncaster with foster carers. As evidenced above the number of children placed in distant authorities has decreased. There has been an increase of children being placed outside of DCST with families and friends carers.

Work has been undertaken to ensure children who have a plan to reside with their parents subject to placement with parent's regulations are robustly reviewed with timescales with revocation of care orders where these are no longer required to safeguard children.

Carers have been successfully supported by the Trust to apply to the courts for Special Guardianship Orders (SGO) and Child Arrangement Orders (CAO). This has ensured that these children have, following appropriate assessment, been able to remain with family members or friends and do not require the protection of a formal looked after status.

The number of children with three or more placements in a year has risen very slightly (by 1%) through 2016 /17. An audit was undertaken in February 2016 which identified that some of the children who were experiencing frequent moves are children with more complex needs. This audit was undertaken again in March 2017 and positively indicated only one other child had moved into this category.

The development of a robust procedure to support placements when there are periods of instability will be introduced in July 2017. This will include the ability to hold a pre-disruption meeting when a placement serves notice and a disruption meeting if a young person experiences an unplanned move. This will aim to ensure early interventions are put in place when the placement requires additional support. There are of course times when placement moves are in the best interests of children, for example returning home or a move to an adoptive placement; these support mechanism will not be required in these instances. There has also been one young person who required secure accommodation to promote their own protection 2016/17.



## 7.8 Domestic Abuse – Growing Futures

### 7.8.1 Introduction and background

The Community Safety Service operates as part of the statutory Safer Stronger Doncaster Partnership (SSDP), working closely with a number of key partners who are members of the SSDP in a collective effort to reduce Crime and Disorder across all our Communities.

The service is also responsible for the management and delivery of a number of key services linked to the agendas of reducing crime, anti-social behaviour, domestic and sexual abuse. The Board is a key partner that supports the SSDP's strategic approach to domestic abuse, which, during 2016/17, was confirmed as being underpinned by a whole family whole systems approach through Growing Futures.

In 2015/16, DCST with partners secured £3.1m from the Department for Education (DfE) Innovation Fund, throughout 2015 – 2017, to support the transformation of practice to children, young people and families. The innovation programme is known locally as Growing Futures and promotes the ethos that 'Life doesn't have to be like this'. Before Growing Futures there were very few interventions focused on children and young people, and even fewer focused on the recovery of victims and their children together, in order to achieve sustained reduced risk of victimisation, both locally and nationally. Perpetrator work was also focused on prosecution alone when evidence allowed, with no support to understand behaviour to enable a change in abusive behaviour.

Growing Futures project activity ended in March 2017, after which it was strategically adopted as a programme with a specific philosophy of practice.

The ambition of Growing Futures is to transform our social care and partners domestic abuse practice in Doncaster and inform the national programme through the DfE in order to:

- Reduce the emotional harm caused by domestic abuse to children;

- Directly support recovery from abuse for victims and their children;
- Significantly reduce repeat victimisation;
- Challenge the acceptance of domestic abuse and violence by families and whole communities; and
- Break the pattern of abuse as it re-presents itself in children and young people.

### **7.8.2 Objectives and Key Headline Indicators**

- Reduce repeat cases to MARAC by 25%. This was achieved; at the end of the project, the MARAC high risk repeat rate had reduced from 49% to 28%
- Reduce to 30% repeat referrals to social care where DVA is a factor. This was achieved – at the end of the project the overall repeat referral rate was 28%. Where families had been directly supported by a Domestic Abuse Navigator (DAN), the repeat referral rate was lower; 15.8% after 6 to 9 months of cases closing. This is a 9.2% improvement against all cases known to CSC.
- Work intensively with around 240 high risk families per year (350 children)
- Work intensively with 350 medium risk families per year (500 children)
- Reduction of children admitted to care 5 to 15 per annum, resulting from 10% reduction in Children in Need where DA is a factor

In November 2016, the new DVA strategy for Doncaster was launched. Prior to this partners had agreed that Growing Futures would be locally adopted as programme to tackle DVA and we would continue to transform DVA service provision to reflect a whole family approach to DVA.

### **7.8.3 A different way of ‘thinking’ and ‘working’**

Through Growing Futures, Doncaster partners have pioneered a different way of ‘thinking’ and ‘working’ that challenges traditional approaches to domestic abuse through an understanding of the dominant discourses in practice across offender services, adult victim support and social care practice that see working with families in silos, or not their role at all. Our approach is based on whole family working focusing on strengths within the family to minimise risk and vulnerability by delivering evidence based therapeutic practice to all family members alongside their other needs. It is therefore a long term way of thinking and working differently together as partners with families and not just a project. This requires a new approach through whole systems and practice leadership across a number of partnerships at strategic and operational levels through two key strands of reform:

- Partnership and capacity building
- Practice development - focused on social work and family support, but wider practice with partners

To achieve this reform we developed three key aims with specific actions under each to drive this work forward:

### **7.8.4 Raising awareness for agencies, practitioners, communities and families to challenge domestic abuse**

- Executive Coaching and development of common purpose to support strategic leaders to influence their agencies thinking and practice and develop common ground on which to work more effectively together. At the end of the programme participants advised that their ability to work effectively together had increased by 39% and their ability to jointly support new ways of



working had improved by 50%. This has led to a review of DVA governance on behalf of the SSDP and, alongside a response to the recent scrutiny review of DVA, the structure of the SSDP DVA groups (and membership) has been refreshed to ensure operational and tactical DVA activity is strategically led and informed by performance.

- Communications Strategy as a key element of the prevention approach by developing key messages and campaigns aimed at victims, perpetrators and children and young people, along with resources to be used by services to support engagement and awareness raising, for example, a 'tool kit' for schools, youth and care providers to talk about and support young people who could be affected by DA. This was rolled out to 1200 local child and young people of whom 95% said they could now define hurtful relationships, 90% understood what abuse was and 98% now knew who to talk to.
- Research – Growing Futures enabled a project which was led by young researchers to understand why domestic abuse is so spatially acute in Doncaster and to develop materials to 'speak' to young people from young people. It was clear from this research that our young people, whilst noting domestic abuse is part of their lives; do not want it to remain so in the future. This informed the strategy, which ensured community capacity and young people's voice forms part of the response in the borough.

### **7.8.5 Engaging and leading the development and learning of mainstream services**

- Engaging and leading the development and learning of mainstream services
- Specifically designed to support continuing professional development and actively promoting learning through:
- The development of a new Domestic Abuse Competency Framework for the wider workforce including a Domestic Abuse Award (Masters level) for champions and specialists working across partner agencies
- Adoption of Signs of Safety (SoS) as a core philosophy of practice which, in relation to DVA, has ensured a shared understanding of risk and competency in safe assessment and an active response.
- Refocus of social care practice but also significant focus on developing family support services to model a new type of workforce to work with families with multiple and complex needs which present alongside DVA.
- Supporting our frontline practitioners to recognise DVA as a pattern of coercive control and to shift focus away from single incidents of domestic violence.
- Development of a good practice guide which supports practitioners to respond to the whole family where domestic abuse is an identified feature in a case

### **7.8.6 Develop and evaluate new practice to change the way the partnership works together and with families with domestic abuse**

- The evaluation of Growing Futures has now been released and disseminated, and we are informing not only local, but national, practice responses to DVA.
- We are also informing academic research in this arena – an area which, until the development of Growing Futures, was under researched in the UK.
- Locally, in 2016/17, we began to collate a wider data capture so we can build a data profile that focuses on outcomes as well as impacts.

### **7.8.7 Outcomes and achievements to date**

We are starting to see an impact of Growing Futures direct work with families impacted by DVA. Despite DVA continuing to be a frequently recorded concern in 21.98% of Child and Family

Assessments with direct impact on children we saw a reduction of 18% when compared with the previous year. Contributing to this has been:

- Focus on the needs of all children and young people currently known to Children's Social Care where there is an assessment of domestic abuse. DASH risk assessment is now embedded within Children's Social Care case management to understand the level of risk. By the end of 2016/17, 52.12% of cases had a DASH risk assessment undertaken and this has enabled us better understand the risk posed alongside the typology of DVA which, in turns, means we can respond more effectively to the DVA.
- Reviewing practice and support for those children and young people who would benefit from early help. In 2016/17, this included the commencement of an extensive refresh of all local DVA training so that it reflects contemporary best practice and aligns with the whole family approach to DVA.
- Growing Futures Domestic Abuse Navigation Service - 91 cases were worked and closed by DAN's in the statutory social care arena from September 2015 to March 2017. Although some have been re-referred there is a reduced rate of 15% against other case re-referral rates being 24%.

This refreshed focus when responding to DVA has enabled us to see;

- A recent reduction of cases to MARAC where children are involved alongside an increase in referrals to the Early Help hub;
- A reduction in Police call outs to families open and worked by DAN's showing a more settled picture for these families alongside an overall reduction in reported incidents (from 3058 in in last 12 months to 2148)
- Closed cases following DAN support have achieved cost reductions in wider public sector costs and in CSC where children have not become looked after.
- % of repeat referrals in R&R in last 12 months from 22.6% to 11.1%
- Number CiN in last 12 months with domestic abuse has reduced to 296 and of CLA in last 12 months with DA to 1

Following the success of the programme, the DMBC has committed to fund the DCST over the next three years to further develop and mainstream the approach. The Board is committed to supporting the work with partners that has stemmed from Growing Futures, and also to embedding the new Domestic Abuse Strategy which identified the following key issues which are priority challenges as Doncaster continues to tackle domestic abuse alongside other complex needs. These are:

- Build community resilience, capacity and challenge cultural acceptance
- True joint commissioning across Boards and commissioners to tackle DA along with multiple needs in families
- Long term investment to tackle DA with whole place approach which will have wider public health benefits and support reduction of anti-social behaviour.
- Challenge services to 'think' and 'work' whole family and what this means in practice
- Research and evaluate the impact of silo working; traditional and professional hierarchy; and the impact of austerity on agency priorities to agree strategic approach to improve outcome.

## **7.9 Private Fostering**

### **Introduction**

Under Working Together 2015, one of the Board's statutory functions is to develop policies and procedures to ensure the safety of and welfare of children who are privately fostered. Private fostering is an arrangement made by a child's parents for a child under the age of 16 (or under 18 if the young

person disabled) to be cared for by someone other than a parent or close relative with the intention that it should last for 28 days or more.

As part of its challenge and assurance process the DCSB is provided with an annual report on the arrangements for privately fostered children. The report was presented to the Board in February 2017.

### **7.9.1 Private Fostering Notifications/Arrangements in the Year Ending 31 March 2017**

In summary:

2 private fostering arrangements had already started.

5 new private fostering notifications were received.

3 notifications did not progress to full assessment

2 notifications progressed to full assessment

4 arrangements ended

### **7.9.2 Promoting Awareness of Private Fostering Notification Requirements**

Private fostering materials have been sent to social care teams and other partner agencies.

Private fostering awareness raising undertaken through the Multi-agency Private Fostering Focus Group which meets at quarterly intervals. The group which consists of representatives from partner agencies provides a forum for professionals to discuss strategies for undertaking a more proactive approach in private fostering publicity and awareness raising within their organisations, with the Private Fostering Co-ordinator taking the Lead and overseeing agencies cooperation and effective partnership working in this regard. The group focuses on sharing responsibility for raising awareness of private fostering.

- Private fostering information is included in the DCSB's website and all board members are requested to promote the understanding and reporting of Private Fostering within their own agencies.
- Statements about private fostering 'Looking after Someone Else's child' and 'what is the carer's relationship to the child' are included in the Doncaster Council Transfer Request Form and also the School Nursery Application forms.
- Private fostering is embedded in the Local Authority schools model safeguarding policy, so all schools know the procedures and also all staff know how to access support. The Safeguarding in Education lead also uses Engage Doncaster to keep the messages going into schools on a regular basis.
- Doncaster College Lead Practitioner Safeguarding include private fostering in their mandatory staff safeguarding training. All new Student Performance and Progress Tutors (SPPTs) been made aware of the requirement to report potential private fostering arrangements.
- Private Fostering is included in the 'Refresher in Safeguarding Children Training' pack delivered annually to all Private Nursery Managers in Doncaster.
- The Named Nurse Safeguarding Children has raised awareness of private fostering within NHS by including private fostering information in the staff monthly 'Trust Matters', newsletter and intranet.
- Private fostering information is included on the Fostering service Website and promoted through our Facebook page.
- The Private Fostering Co-ordinator has liaised with the Chair for the Faith and Culture groups to raise awareness of private fostering with BME and faith communities.

- Women's Centre Manager has raised awareness of private fostering with the Centre staff. Information leaflets in English and 8 different languages which include Polish, Czech, Slovak, Nepalese, Bulgarian, Mandarin, Russian and Urdu are displayed at the Centre.

### **7.9.3 Private Fostering Week Campaign – 4th to 8th July 2016**

Activities were undertaken during the private fostering awareness raising week which took place from 4<sup>th</sup> to 8<sup>th</sup> July 2016. The awareness raising and publicity activities were targeted towards the public, professionals working with children and young people and adults, communities including Faith and Culture groups. It included a wide range of activities such as:

- Articles in the local press
- Plasma screens in publically used buildings
- Emails to all staff in DCST, DMBC, St Leger Homes and NHS
- Letters to schools

### **7.9.4 Safeguarding and promoting the welfare of children who are privately fostered**

Social care has a responsibility for ensuring that the welfare of privately fostered children is promoted and safeguarded. Each child known to be living in a private fostering arrangement in Doncaster has been monitored and supported through Regulation 8 statutory visits. This requires the child to be seen alone during each visit unless this is thought to be inappropriate in which case the social worker would record the reasons for not seeing the child alone.

### **7.9.5 Training**

The Private Fostering Co-ordinator is a member of the CoramBAAF Northern Region's Special Interest Group on Private Fostering. The group meets quarterly for the purpose of sharing and updating understanding of Private Fostering issues. The forum provides training and support resource for members to enhance skill knowledge base and improve their awareness and knowledge of practice issues.

Private Foster Carers can access training available to the Trust's foster carers

### **7.9.6 Equality and Diversity**

PF Co-ordinator has made links with agencies involved with BME, Faith and Culture groups. Private fostering is promoted through these agencies.

Private fostering publicity leaflets have been translated into 8 different languages which include: Polish, Czech, Slovak, Nepalese, Bulgarian, Mandarin, Russian and Urdu. Information can further be made available in different languages or format on request.

### **7.9.7 Priorities for 2017/18**

DCST has arrangements in place to ensure its duties and functions in relation to private fostering are discharged. Private fostering guidance and information is available to practitioners and specialist advice is accessible through the Private Fostering Co-ordinator, and also the Childcare Legal Team. This report has clearly highlighted the efforts the service has made in engaging with appropriate organisations to ensure that there is good professional and public awareness of what constitutes private fostering and of the need to notify the Trust of existing or intended private fostering arrangements. However, it is to be acknowledged that notification has remained very low with no evidence of referrals made by parents or carers. Although low notification appears to be a national issue, the challenge is to uncover the hidden private fostering arrangements, as the children living in

those unknown arrangements are particularly vulnerable and lack the protection provided through the private fostering regulations.

The number of private fostering notifications remains low, therefore the following action will continue to be undertaken in 2017/18 in an attempt to increase notifications:

- Private Fostering Focus Group will continue to undertake action to promote awareness of Private Fostering.
- Private fostering information to continue to be cascaded to internal and partner agencies.
- To continue to provide children and young people, parents and carers with private fostering information to ensure clear understanding of the requirement to notify private fostering arrangements.
- To raise the profile of private fostering at strategic level with the support of Team Manager. The effectiveness of private fostering promotion requires to be monitored by a committed management staff, which will scrutinise practice and set targets to improve public awareness. The private fostering service would require an annual review of the provision and of the service plan, while focusing on trends in the overall impact of the private fostering arrangements.

## **7.10 Child Sexual Exploitation and children who go missing**

Working Together 2015 included a duty on LSCBs to conduct regular assessments on the effectiveness of local responses to Child Sexual Exploitation (CSE). The Board's multi-agency work to tackle child sexual exploitation (CSE) in Doncaster is coordinated through its Sexual Exploitation and Missing Children Sub-Group.

The Ofsted Inspection of Doncaster in 2015 highlights the improvements for child sexual exploitation in Doncaster. Inspectors saw "good work" and "Arrangements to respond to concerns where children are at risk of, or are suffering, child sexual exploitation are much improved" (Ofsted, 2015, P11).

The CSE sub-group made good progress against the actions set out in the overarching strategic plan for the group for 2016 -17. The plan was aligned to the strategic priorities of the Board and Ofsted recommendations. Identified areas for focus were the development of a CSE balanced score card to include data analysis, the identification of hot spots within the industry sector, the development of a strategic and tactical communications plan, awareness raising of the signs of CSE, engagement with faith centres and culturally diverse communities and creating a new PVYP (Protecting Vulnerable Young People) Group which had a broader remit and took over the existing CMOG (Children Missing Operation Group).

The emerging picture for some time in Doncaster has been that there are no particular groups or gangs that appear to be linked to CSE, however peer on peer exploitation, "boyfriend model" <sup>1</sup>and internet grooming has seen a big increase.

There has been an increase in referrals in respect of younger children into the CSE team due to internet grooming and accessing inappropriate websites and pornographic materials. The CSE team have worked with some year 6 primary school children to talk about safe adults and incorporate online safety through implementing 'All Right Charlie'<sup>2</sup>. This was received very well by the schools. Following the initial training, school nurses have taken up the role of continuing to ensure that primary schools can access this resource with the emphasis being upon the schools taking this forward.

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<sup>1</sup> This is a form of exploitation identified in the Barnardos Puppet on a String report [http://www.barnardos.org.uk/ctf\\_puppetonastring\\_report\\_final.pdf](http://www.barnardos.org.uk/ctf_puppetonastring_report_final.pdf)

<sup>2</sup> 'Alright Charlie' is a preventative resource pack that addresses child sexual exploitation (CSE) and grooming in a way that is age appropriate, created by The BLAST Project – the UK's leading male only CSE service

## **Support to victims**

The CSE team hosted by DCST is now an established multi-agency team consisting of 3 social work posts, one health, one education worker and 2 Barnardos workers co-located with specialist police officer colleagues and 2 missing persons investigators. Being co-located means that information can be shared in a timely way and responding to concerns can be undertaken quickly.

Every referral relating to possible CSE is triaged through the MASH process within 24 hours. There is a designated CSE MASH worker who is able to screen referrals and ensure that CSE is appropriately identified. If cases progress from MASH, each case will be assessed and allocated accordingly. Assessments and plans are completed and staff will continue to work with young people until identified risk factors have been mitigated. If the referral does not require involvement from statutory services, these will be closed only after any on-going support needs have been identified and cases referred into the correct service.

The DCST was a partner in the sub-regional approach which tested a new model of working with children and young people who experience or are vulnerable to Child Sexual Exploitation (CSE). South Yorkshire partners agreed to commit additional funding to continue the trial over a full second year. During its period of activity, SYEP supported four Doncaster children in care and eight on the 'at home' element of the project. (see Annex 1, section 2.2 DCST for more information). Learning from the approach has been mainstreamed across South Yorkshire from April 2017.

## **Disruption and prosecution of perpetrators**

Disruption continues to remain effective based on a partnership approach to offender, victim and location management. Police officer and PCSOs regularly submit intelligence on each of these areas with the public also frequently reporting information through CrimeStoppers. Intelligence from PVYP panel and from referrals from partner agencies, young people and families' help to feed into disruption tactics, resources are deployed and information is shared with Thrive (Threat, Harm, Risk, Investigation, Vulnerability & Engagement, a fortnightly meeting for tactical managers within partner agencies aligned to the SSDP and other agencies) to provide a quick response in areas where concerns have been raised. Specific outreach has also taken place by the CSE team, police, education and Changing Lives in areas where concerns have been raised.

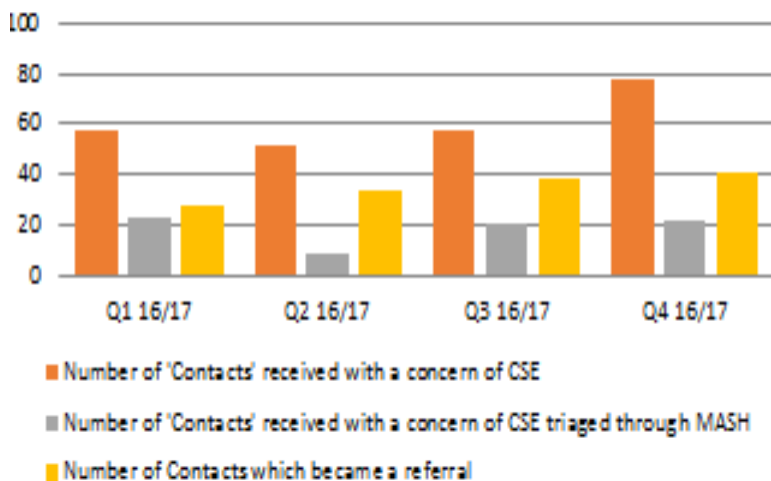
## **CSE Quality Assurance**

A 'Sexual Exploitation and Missing' performance report is now provided to the group on a quarterly basis. The performance indicators within the data set provide the Child Sexual Exploitation sub group with information about the profile of CSE in Doncaster in terms of the age, gender and ethnicity of both victims and perpetrators. The data also provides an overview of the effectiveness of the police response through arrest and conviction rates. A breakdown of categories of sexual exploitation has provided the group with information regarding specific areas of concern, in particular online offences. The information has directed attention to raising awareness amongst young people and professionals regarding indecent images and malicious communication.

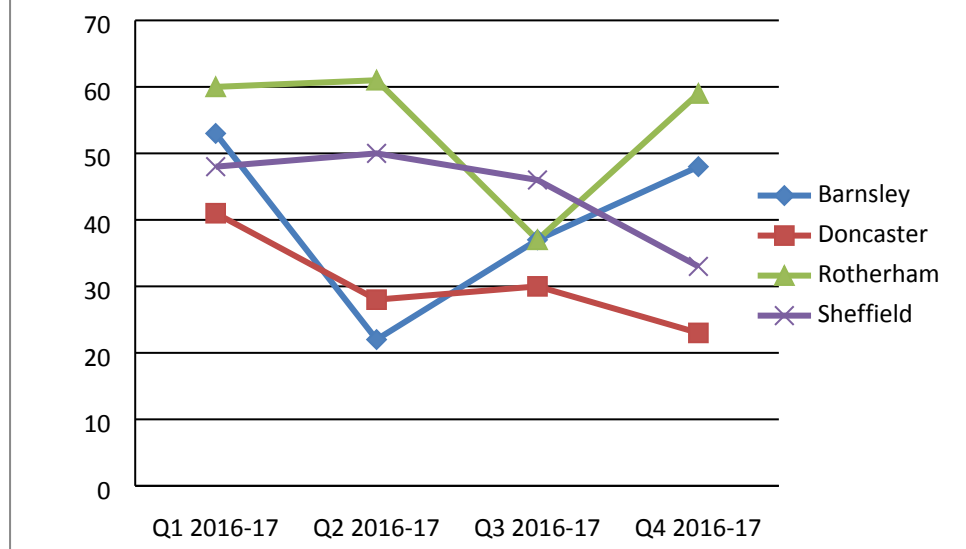
The data set also includes performance indicators for referral sources and assessment outcomes. This data has enabled the group to identify agencies with lower referral rates and ensure the effective targeting of awareness raising training. DCST Q4 16/17 data shows that the number of contacts into social care where there has been a concern of CSE has had some increase however only a small number of these were converted into a referral. This suggests that thresholds were not being well understood and children were being referred unnecessarily. Training has now taken place to improve this. SYP referral data demonstrated that there was a reduction in the number of referrals listed as sexual exploitation across the region. Doncaster continues to have the lowest number of referrals

listed as sexual exploitation in the South Yorkshire regions for the end of Q4 16/17. The data also identifies that most referrals to social care come from the police and referral rates by some other agencies are low. It is currently unclear, however, whether these agencies are raising concerns with the police rather than social care or, alternatively, whether CSE is not being identified or acted upon. Work around identifying the referral source into the police is being undertaken to understand if improved knowledge of CSE is needed across the partnership.

### DCST CSE Contacts/referrals



### SYP CP referrals listed as sexual exploitation by quarter by investigating office



A re-audit of CSE was undertaken in March 2016 which evidenced improvements in practice from the original audit in 2014. The audit group felt confident that the practitioners knew the signs and risk indicators of child sexual exploitation and this was articulated in referrals, assessments, case file recording and supervision within all agencies involved. The response demonstrated by agencies has been appropriate, timely and children had been kept safe. Tenacious practice was evidenced to disrupt activity of perpetrators and appropriate action had taken place. Positive impact could be demonstrated in 8 of the 12 cases and where a risk of child sexual exploitation was still present robust

risk assessments and safety plans were in place. A further single agency audit will be undertaken by DCST in 2017 to ensure continued progress.

### **Industry Sector**

The Industry Sector Group has continued to work with businesses including hoteliers, taxi drivers, food establishments, public transport, private sector landlords and any sectors which may come into contact with Child Sexual Exploitation. Specific focus has been upon raising awareness of CSE amongst taxi drivers. Five additional safeguarding sessions were held and by the end of March 2017, 94% (approx. 900) of taxi drivers had received training. Training is now a mandatory requirement where action can be taken to withdraw the licences of those who have not engaged.

Following the delivery of training to hoteliers, South Yorkshire Police undertook an undercover operation visiting 13 hotels to establish whether safer practices had been adopted. The majority of hotels were found to have taken effective action in line with the training provided. Positive feedback was given and further training was offered to the other establishments.

### **Communications Plan**

The CSE sub-group communications strategy has been finalised and a calendar of events and target areas has been developed. In conjunction with awareness raising sessions a number of communications were held during 2016/2017. These included a media release to promote CSE workers, a 'spot the signs' twitter campaign, targeted group work with young people with 'low level' risky behaviour', provision of a dedicated CSE page on the DSCB website, a CSE awareness day held in March 2017 and promotion of online safety and spotting the signs through publication in a local magazine with a circulation of 16,500 homes.

### **Raising Awareness**

Throughout 2016/17 there has been a co-ordinated approach to delivering training in raising awareness of CSE with carers, professionals, faith groups and across schools. The number of people trained increased by over 10% from 2015/16. A specific focus has been on engaging with children and young people about indecent images, online grooming and malicious communication. A total of 3165 children and young people received awareness training which is an increase of 50% on the previous year. Referrals to DCST have seen an increase in concerns of CSE perpetrated online. This increase is attributable to the extensive awareness training provided. The outcome has been that more young people have been identified as victims and also as perpetrators and received appropriate professional support.

Raising awareness amongst young people is key to providing effective support to those at risk of CSE. The launch of the Respect website ([www.doncaster.respectyourself.info/](http://www.doncaster.respectyourself.info/)) has provided an online facility for young people to access information and guidance as well as signposting to support agencies. In addition partners support school carousels at the beginning of each year where CSE risk is highlighted to pupils. South Yorkshire Police deliver CSE awareness inputs to all year groups from Yr7 to Yr11 once a year and YOS have CSE champions who identify risk within YOS clients. Police officers regularly patrol hotspot areas and again, support is given to any young person deemed at risk. The CSE team, Police, CEOP, and public health ran an internet safety awareness day in the town centre where young people and parents were approached to discuss internet use and safety 37 males and 61 females participated in completing questionnaires about their internet use.



<b>CSE AWARENESS TRAINING 2015/16</b>					
No. trained in CSE awareness	Q1 2015/2016	Q2 2015/2016	Q3 2015/2016	Q4 2015/2016	TOTAL
Children and Young people	297	456	53	749	1555
Professionals	943	458	456	280	2137
Parents/ Foster Carers	21	20	40	30	111
<b>Total</b>	<b>1269</b>	<b>934</b>	<b>549</b>	<b>1059</b>	<b>3803</b>

<b>CSE AWARENESS TRAINING 2016/17</b>					
No. trained in CSE awareness	Q1 2016/17	Q2 2016/2017	Q3 2016/2017	Q4 2016/2017	TOTAL
Children and Young people	939	583	360	1283	3165
Professionals	287	82	331	253	953
Parents/ Foster Carers	34	52	34	90	210
<b>Total</b>	<b>1260</b>	<b>717</b>	<b>725</b>	<b>1626</b>	<b>4328</b>

## **Faith and Culture**

Work on community engagement with minority ethnic communities in relation to CSE has been included in the work of the Faith and Culture Sub Group. Progress is reported through the Sexual Exploitation and Missing Sub Group (see Faith and Culture Group, Section 8.2 for more information on the work of this group).

### **7.11 Children who go missing**

Children who go missing are recognised to be particularly vulnerable to child sexual exploitation and other risks of harm. The effectiveness of help and protection for children missing from home and care has improved in recent years but it continues to be an area of concern nationally.

The Children Missing Operation Group (CMOG) amended its terms of reference in January 2017 to consider all young people identified with significant vulnerabilities with the aim of providing a greater focus on all children at risk of CSE. The group was renamed and became PVYP (Protecting Vulnerable Young People). The group meets monthly to share intelligence and discuss those children and young people most at risk. The DSCB PVYP manages anywhere between 6 and 12 cases at any one time that are considered to be the highest risk cases of children missing from care or home and at risk of CSE. Many of these young people have complex backgrounds and demonstrate CSE risk. The Brooke Serious Case Review into Child Sexual Exploitation has been used by the Sexual Exploitation and Missing Sub Group to identify strengths and gaps in the multi-agency responses to child sexual exploitation in Doncaster. An action plan was devised and implemented during 2016/17. An area of focus is children who go missing during school hours. The procedure for Children Missing

Education has been adapted to encompass this group of young people. Guidelines have been produced to assist schools in identifying these children and putting in place appropriate safeguards. The need for improvements to the effectiveness of return home interviews for children who have gone missing was raised as an issue in December 2015 through a DSCB multi-agency audit. In December 2016, the service was brought in-house to be managed by DCST.

Three new advocate posts were established and staff came into post in the last week in November 2016 in preparation for the function transferring to The Trust on 1 December 2016. Additional out of hour's capacity within the Targeted Youth Support Service was also established and this became functional in January 2017. An additional business support post was also established and the post holder started in early February 2017.

Over the year there was a slight increase in the number of children going missing and the number of missing episodes. However, in the last quarter of 2016 the number of missing episodes increased significantly and this trend has continued into Quarter 1 of 2017. An assurance report provided to the Performance Accountability Board in July 2017 showed that: "overall, the first six months of the new RHI service has seen an increase of 53% in missing episodes which in turn increased the demand for return home interviews.

At the same time, however, there has also been an increase in the proportion of interviews offered and taking place that is above and beyond the increase in the number of return home interviews required. An audit of missing episodes undertaken by DCST in July 2017 also indicates that the quality of RHIs has significantly improved as has the evidence of follow up support.

	Average Jun 16 – Nov 16	Average Dec 16 – May 17	Difference
Number of missing episodes	81	124	+53%
Number of children with a missing episode	56	74	+32%
Number of return home interviews required	77	89	+16%
Number of return home interviews taken place	43	56	+32%

The increase in missing between December 2016 and May 2017 can to some degree be explained by the increase in missing episodes associated with children in care. These went up from 33 episodes June to November to 63 December to May. Further tracking is required to see if this is a continuing trend and establish the root causes. Initial hypothesis on increase relate to better reporting of missing episodes. The work with individual young people has proved beneficial with incidents of missing episodes reducing for those individuals. However it is possible that the increase may be in part be due to some young people with complex needs being placed in DCST children's homes pending further work to secure longer term placements. Work continues to be undertaken by the RHI Advocates with staff at the homes to assist in reducing the number of missing episodes.

**Areas for development:**

- Reduce the number of children going missing
- Improve the identification of children who go missing during school hours

## 8. Conclusion and Recommendations for Future Actions

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This report has provided detailed information on the effectiveness of safeguarding in Doncaster. It provides an overview of the work of the DSCB and its partners to promote the welfare of children and young people and has demonstrated the impact of the work undertaken.

The main body of the report provides the context of safeguarding and looks at the effectiveness of key safeguarding functions including early help, child protection, looked after children, domestic abuse and child sexual exploitation. Annex 1 provides detailed information from each partner providing assurance about the work they have individually taken to safeguard children and about how they have supported partnership working through the DSCB. Annex 2 provides an in depth look at the work the Board has undertaken to improve safeguarding practice by learning from a range of sources, in particular performance reporting, audit and case review. It also identifies how the Board has challenged partners to improve practice and the impact of those challenges and the work of the Board in general.

Taken together these three sections of the Annual Report demonstrate the progress which has been made in safeguarding. A marked difference is evidenced from the publication of the 2013-14 Annual Report, when the Board's three year strategic plan was first developed, to the 2016-17 Annual Report. The Board now has all its statutory requirements in place and these are now embedded within the work of the Board. From its Learning and Improvement Framework the Board has been able to make appropriate challenge to its partners and there are many examples of effective partnership working to resolve the issues identified.

There are many examples of how the voice of the child has influenced the work of the partnership, and of the assurances sought by the DSCB to satisfy itself of the efforts being made in this respect. Nonetheless the DSCB's ambition is to have more direct influence from children and young people. The DSCB has begun to make contact with the wider community but without a dedicated resource it has proved difficult to make a sustained impact in this area.

Although development is still required Early Help processes are now in place. There is increasing evidence that thresholds for intervention are embedded and there are an increasing number of professionals taking on the lead professional role and early help assessments. Further work is needed to ensure the quality and effectiveness of the early help assessments, and to improve the transitions between social care and early help. The role and effectiveness of the multi-agency safeguarding hub continues to challenge partners and this will be the subject of further review in the coming year.

The DSCB performance report has identified an improving picture in relation to the Children in Need cases, with a larger proportion being reported by DCST as 'Good' or 'outstanding'. The number of children subject to a child protection plan has continued to rise. This is in response to improved and more robust practice; ensuring children are better protected than previously. There has been a reduction in the number of children requiring a Child Protection plan for a second or subsequent time and there has been positive work to ensure agency attendance at case conferences has improved. The Signs of Safety approach has been rolled out across the partnership and there is clear evidence of it being used in a large number of cases. The number of children in the category of neglect remains high. The DSCB will continue to embed its neglect strategy to ensure more effective working in this area.

There has been much improvement in services for looked after children against a backdrop of increasing numbers of children in care. There has been a decrease in the numbers of children looked

after in distant local authorities and an improvement in ensuring where possible that children are safely supported to reside with their parents. Good work has been undertaken to ensure children are supported to participate in their reviews and a range of methods have been developed to do this.

Growing Futures continues to show positive impact, particularly in reducing the number of times families were re-referred to MARAC. The commitment to continue the project after government funding ended is testimony to the commitment the partnership has to this way of working. The DSCB will continue to receive assurance of progress of this important work.

Progress continues to be made with regard to CSE with excellent links being made with the industry sector such as hoteliers, taxi drivers and fast food establishments. There has been a vast amount of training and awareness provided to professionals, children and young people and to the public. There is more work to do in analysing the work of the Protection Vulnerable Young People (PVYP) group ensuring that support to the most vulnerable young people is having an impact and improving outcomes.

The work of the Case Review Group and DSCB multi-agency audit activity has identified opportunities for improving practice. Action plans from these have moved forward and changes implemented as a result. However amendments to the audit and case review processes which have taken place this year will enable learning to be taken forward in a more timely way. The coming year will enable us to demonstrate the impact of the changes which have been made.

DSCB training continues to be well-evaluated and there is some evidence of the impact this is having on practice. The focus of the Workforce Development Group is now on coordinating the training provided by all partners. This will ensure that the impact of the training is more effective on practice.

As is evidenced throughout this report, there is a picture of continued improvement in Doncaster across the safeguarding partnership. However there is also no room for complacency with much still to embed and achieve. One fundamental challenge for the partnership is the need to reduce the level of demand for statutory children's services. Referrals continue to be too high. Partner agencies are working with external consultants to understand current patterns of demand and commission more appropriate local provision. It will be essential over the next twelve months to conclude this analytical work and develop a timely plan for the commissioning and delivery of services.

In the coming year it is expected that the guidance on the Children and Social Work Act will come into being. This will present new challenges to the partnership. The DSCB will ensure a 'business as usual' approach whilst ensuring the transition is made to the new arrangements.

Below are key areas which the Board will be focussing on to continue progress. Appendix 2 identifies the Board's strategic priorities for the next year.

**Areas for development:**

- The Board will establish a mechanism to ensure the voice of children and young people is directly heard at the DSCB
- Assurance will be sought on the review of the effectiveness of MASH
- Assurance will be sought regarding the quality of early help assessments and the embedding of the lead professional role across all agencies
- The Board will seek assurance on the effectiveness and impact of PVYP
- The Board will seek assurance on the implementation and effectiveness of the Neglect Strategy
- The Board will scrutinise and challenge the partnership's strategy for managing demand in children's services.
- The statutory safeguarding partnerships will agree and implement local multi-agency arrangements for safeguarding in line with the Children and Social Work Act and statutory guidance.
- The Board will undertake an evaluation of the communication strategy

## Business Plan and Strategic Priorities 2016-17

### DSCB Vision

In Doncaster safeguarding children effectively is everyone's business: Understanding the needs and views of children is at the centre of all we do.



Statutory responsibilities of DSCB include:

- Serious Case Review
- Child Death Review Process (CDOP)
- Performance Monitoring
- Training
- Quality Assurance

The structure of the Board is:

- Board
- Chairs Group
- Performance Accountability Board

The on-going activity of DSCB is undertaken by the following sub groups:

- Learning and Improvement (includes Case Review Panel)
- Child Death Overview Panel
- Workforce Development
- CSE and Missing Children
- Health
- Faith & culture
- Education

And working/task groups (time limited)

- Policies and procedures
- Female Genital Mutilation
- Hidden Harm
- Voice of the Child
- Childrens Missing Operations Group
- CSE Industry Sector

DSCB will ensure that the work of all partners and agencies within Doncaster meets the needs of a diverse population. Sub groups will ensure that diversity needs including ethnicity are recognised and addressed in the work of each group.

#### Strategic Priority 1

**SP 1 DSCB communicates effectively to ensure that the work of the Board is well publicised, that learning is disseminated and that the voice of children, young people, practitioners and the wider community (including minority groups and faith groups) are able to influence the Board's work.**

- a) Develop and implement a communications strategy which clearly identifies what messages will be shared with which groups and how this will be done and identifies delegation arrangements
- b) Implement young people's participation strategy and ensure messages from young people are evidenced in the Board's work
- c) Develop mechanisms to ensure practitioners' views influence the work of the Board
- d) DSCB develops clear links with the wider community through the work of its Faith and Culture group and can evidence how safeguarding practice has improved as a result
- e) DSCB ensures that children's workforce understands the importance of cultural competency in safeguarding children
- f) DSCB redevelops its website to ensure it provides up to date information in an easy to understand format for all key stakeholders

#### Strategic Priority 2

**SP2 DSCB is assured that effective arrangements are in place for responding to key safeguarding risks including early help, child sexual exploitation (abuse), neglect, domestic abuse, mental health of children and young people and that there is consistently good practice across safeguarding services.**

- a) DSCB is assured that the early help strategy is effectively implemented and there is evidence of the impact this has had on outcomes for children, young people and their families
- b) DSCB thresholds are understood by practitioners and is embedded in practice
- c) Children and young people who are victims of sexual exploitation and abuse are provided with effective support which leads to improved outcomes
- d) Domestic abuse services are in place which reduce the risk of harm to families who have experienced domestic abuse and Doncaster communities better understand the harm caused by domestic abuse
- e) Practitioners understand and are able to respond to the early signs of neglect and this can be evidenced by a reduction in the number of families accessing social care services where neglect has been identified
- f) Services are in place to support young people's mental health and the impact of these services can be seen in a reduction of hospital admissions for self-harm and attempted suicide
- g) Signs of Safety model is rolled out across the partnership and the DSCB is provided with evidence to demonstrate the effectiveness of the approach in Doncaster

#### Strategic Priority 3

**SP3 DSCB has a clear understanding of the effectiveness of the safeguarding system in Doncaster and can evidence how this is used to influence the Boards priorities**

- a) DSCB has a culture of challenge and is able to evidence how challenge has impacted on the provision of safeguarding services for children and young people
- b) DSCB data set provides the Board with appropriate information to enable it to identify the key safeguarding issues in Doncaster
- c) DSCB disseminates the lessons from case reviews, audits and complaints to practitioners and can evidence the impact this has had on practice
- d) DSCB members have an understanding of the issues affecting front-line practitioners and can evidence how this has influenced the development of services

**Annual reports: DSCB receive Annual Reports to ensure that specific areas of work across partner agencies are effectively meeting the needs of children and young people. These reports include:**

- LADO (Allegations) Annual Reports
- CDOP
- Private Fostering
- Children Missing from Home and Care
- IRO/CPA Annual Report

#### Strategic Priority 4

**SP4 DSCB is aware of emerging issues which have implications across the partnership and works effectively to ensure appropriate action is taken**

- a) DSCB develops a forum whereby there is a coordinated approach to priority issues which have cross-cutting agendas, such as Prevent, Domestic abuse, Female Genital Mutilation, Modern Slavery, Hidden Harm.
- b) DSCB promotes opportunities for working across geographical areas where this would provide a more cost-effective response or improvement to current working arrangements
- c) DSCB considers the implications of the Wood Review and plans towards its implementation

## Business Plan and Strategic Priorities 2017-18

**DSCB Vision**  
 In Doncaster safeguarding children and young people effectively is everyone's business:  
 Understanding the needs and views of children and young people is at the centre of all we do.



**Statutory responsibilities of DSCB include:**

- Serious Case Review
- Child Death Review Process (CDOP)
- Performance Monitoring
- Training
- Quality Assurance

**The structure of the Board is:**

- Board
- Business Coordination Group
- Performance Accountability Board

**The on-going activity of DSCB is undertaken by the following sub groups:**

- Case Review Group - Workforce Development
- Quality and Performance Group - Faith & Culture
- Child Death Overview Panel - CSE and Missing Children
- Health
- Education

**And working/task groups (time limited)**

- Policies and procedures
- Protecting Vulnerable Young People's Panel
- CSE Industry Sector
- Child Sexual Abuse Task Group

DSCB will ensure that the work of all partners and agencies within Doncaster meets the needs of a diverse population. Sub groups will ensure that diversity needs including ethnicity are recognised and addressed in the work of each group.

### Strategic Priority 1

**SP1 DSCB is assured that effective arrangements are in place for responding to key safeguarding risks and that there is consistently good practice across safeguarding services.**

- a) The early help strategy is effectively implemented and there is evidence of the impact this has had on outcomes for children, young people and their families
- b) DSCB thresholds are understood by practitioners and is embedded in practice
- c) Systems are in place to effectively meet the needs of victims of sexual exploitation, including an understanding of the scope of CSE in Doncaster and of offender management programmes
- d) Domestic abuse services are in place which reduce the risk of harm to families who have experienced domestic abuse and Doncaster communities better understand the harm caused by domestic abuse
- e) Practitioners understand and are able to respond to the early signs of neglect and this can be evidenced by a reduction in the number of families accessing social care services where neglect has been identified
- f) Services are in place to support young people's mental health and the impact of these services can be seen in a reduction of hospital admissions for self-harm and attempted suicide
- g) Signs of Safety model is rolled out across the partnership and the DSCB is provided with evidence to demonstrate the effectiveness of the approach in Doncaster

### Strategic Priority 2

**SP2 DSCB has a clear understanding of the effectiveness of the safeguarding system in Doncaster and can evidence how this is used to influence the Board's priorities**

- a) DSCB data set provides the Board with appropriate information to enable it to identify the key safeguarding issues in Doncaster
- b) DSCB disseminates the lessons from case reviews, audits and complaints to practitioners and can evidence the impact this has had on practice
- c) DSCB members have an understanding of the issues affecting front-line practitioners and can evidence how this has influenced the development of services

### Strategic Priority 3

**SP3 DSCB communicates effectively to ensure that the work of the Board is well publicised, that learning is disseminated and that the voice of children, young people, practitioners and the wider community (including minority groups and faith groups) are able to influence the Board's work.**

- a) Ensure the effective implementation of the communications strategy by the sub-groups clearly identifying what key messages will be shared with whom and that the impact is evaluated
- b) Ensure partners demonstrate how they are communicating with children and young people and how this influences service provision
- c) DSCB ensures community groups such as Faith and cultural groups and sports clubs understand safeguarding issues and can demonstrate that they have key safeguarding standards in place as identified by the DSCB
- d) DSCB partners demonstrate how they are ensuring that the children's workforce understands the importance of cultural competency in safeguarding children

**Annual reports: DSCB receives Annual Reports to ensure that specific areas of work across partner agencies are effectively meeting the needs of children and young people.**

- These reports include:**
- LAUO (Allegations) Annual Reports
  - CDOP
  - Private Fostering
  - Children Missing from Home and Care
  - IRO/CPA Annual Report

## Appendix 3 – Ofsted Recommendations

No.	Ofsted Recommendations (OR)
1	Monitor partner agencies contribution to early help through robust audit and tracking of the number of early help assessments completed and lead professional roles undertaken.
2	Monitor partners agencies understanding and application of thresholds
3	Ensure that high quality performance data is available and robust analysis occurs to enable the Board to have a good understanding of child protection and safeguarding activities across Doncaster.
4	Ensure there is a programme of audits, and re-audits, to identify the strengths in multi-agency practice and where weaknesses are identified these are addressed promptly.
5	Ensure the challenge log is effective in evidencing areas of concern that have been raised, addressed and show what improvements have been made as a result.
6	Undertake a review of those children and young people admitted to hospital for self-harm and attempted suicide to determine reasons that will inform suitable preventative work.
7	Improve the measurement of the impact of the DSCB work, including ensuring the experience of the child is at the centre of partnership working and monitoring of activities
8	Implement a system to evaluate the effectiveness of training delivered and monitor the impact on practitioner's work.
9	Develop a communication strategy for the Board to ensure that the work of the Board is well publicised and that the learning identified through the Board's scrutiny and review functions is disseminated across the children's services workforce and the communities in Doncaster



## Appendix 4 – Marilyn Haughton



### Marilyn Haughton Lay Member



This is my 4th year as a Lay Member on Doncaster Safeguarding Children’s Board. I have seen significant positive changes during this period, in particular how well attended the meetings are and an increase in accountability of all members. The sub groups continue to develop and update plans and strategies that enable us to respond appropriately to current trends and also to be proactive in prevention of harm to children and young people. The Safeguarding Board’s Training Programme reflects this and the introduction of lunchtime and evening seminars has enabled staff from across a wide range of organisations to access training to fit in with their working day.

Child Sexual Exploitation and Trafficking continues to be one of the priorities and the Multi-Agency CSE is well established and making their presence felt throughout Doncaster. The feedback I hear when I deliver CSE training is that they are very “accessible and helpful” whatever the query is. I was at the National Working Group for CSE conference in April and was proud to see for the second year running the team were nominated and runners up for an Award for Innovative Practice which I believe was well deserved.

Last year I said “My hope for the future is that we will embed Culture and Diversity into all our training programmes. We live in a wonderfully diverse community in Doncaster and training will contribute to an improved understanding of safeguarding in all communities and enable us to improve links with them.” I am pleased to say that this training has begun. Sessions have taken place for Early Years Teams, with more planned for this autumn. Training days are booked in through the DSCB and DCST. There is a strong commitment from members of our Faith and Culture Sub Group who are finding innovative ways to engage with all Doncaster residents. The Trust’s Equality and Diversity Advisor has been very proactive in working alongside the Chair of the Sub Group and other members to generate enthusiasm for some planned events in October where it is hoped communities can come together to celebrate their culture and heritage. This will provide us with a much needed opportunity to promote the safeguarding and wellbeing of all children and young people in Doncaster.

### **Akeela Mohammed**

My name is Akeela Mohammed and this is my 5th year as a Lay member on Doncaster Safeguarding Children's Board. My interest in the work of the Board stems from my previous employment as a home visitor within Sheffield Council Support Teach and Educational Psychology Service followed by being the owner-manager of 2 private nurseries and therefore have a particular interest in safeguarding Early Years.

I have been fortunate to also be a member of a number of sub-groups e.g. CSE and Faith and Culture group... This has given me the opportunity to gain a wider perspective on the provision of services and to question the Board's own understanding and effectiveness of safeguarding children in Doncaster. The sub-groups have been presented with a number of challenges as individual agencies and as a partnership and I believe we have given a positive response to these challenges. I also feel reassured by the work of the Board in addressing the issue of child sexual exploitation in Doncaster and in the way it is striving to reach young people and the community in general.

I have now taken the role of Chair for the faith and culture group. We have over the last year had a very successful launch and have visited many faith groups. The mosques in particular have been hard to reach. One mosque has now had Safeguarding training and have implemented Policies and procedures. We are also going to ask this mosque to now attend CSE training. This is a very sensitive subject within the Muslim community. We are in the process to contact the other mosque.

This will also help us focus on promoting the welfare of children from the faith and communities in Doncaster. Many of the different faiths that attend the Faith and culture group are now being supported in developing their policies and safeguarding training.

The Faith and Culture Group are also working alongside the Children's Trust to Promote Black History Month.

One of the on-going challenges is to monitor the longer-term impact and influence of training on practice. BSCB have used various methods to engage the workforce in providing such feedback

This year we have carried out training with both mosques. We had a very positive response from the ladies from the mosque and other communities who came to a training session at Mary Woollett Centre. I also have accompanied the CSE team with some CSE training for women at Doncaster ethnic minority regeneration project. I have had discussions with South Yorkshire Fire Safety officers in regards to fire procedures in places of Worship as it has come to the attention of DSCB that fire drills are not carried out.

I hope to be able to continue in my role and to make stronger links into the community in my capacity as a Lay Member and Chair to contribute to the good work of the Board in keeping children safe in Doncaster.

## Appendix 6 - Glossary

Glossary of Terms	
AAPSW	Admissions, Attendance and Pupil Welfare Service
ACC	Assistant Chief Constable
ADs	Assistant Directors
ALMO	Arms-Length Management Organisation
ASB	Anti-Social Behaviour
ASDAN	Award Scheme Development and Accreditation Network
ASYE	Assessed Support Year in Education
AQRs	Area Quality Reviews
C&F	Child and Family
CAFCASS	Children and Family Court Advisory and Support Service
CAMHS	Children and Mental Health Service
CCG	Clinical Commissioning Group
CCP	Complex Cases Panel
CCPAS	Churches Child Protection Advisory Service
CDOP	Child Death Overview Panel
CEOP	Child Exploitation Online Protection
CHAP	Childrens Health and Protection Team
CIC	Children in Care
CIN	Child in Need
CLA	Child Looked After
CIr	Councillor
CME	Children Missing Education
CMOG	Children Missing Operational Group
CMT	Corporate Management Team
CP	Child Protection
CPB	Corporate Parenting Board
CPP	Child Protection Plan
CQC	Care and Quality Commission
CRC	Community Rehabilitation Company
CSE	Child Sexual Exploitation
CQC	Care Quality Commission
CWD	Children with Disabilities
DA	Domestic Abuse
DANs	Domestic Abuse Navigators
DASH	Domestic Abuse, Stalking, Harassment and Honour Based Violence
DBHFT	Doncaster Bassetlaw Hospital Foundation Trust
DCCG	Doncaster Clinical Commissioning Group
DfE	Department of Education
DMBC	Doncaster Metropolitan Borough Council
DoLS	Deprivation of Liberty Safeguards
DRASACS	Doncaster Rape & Sexual Abuse Counselling Service
DRI	Doncaster Royal Infirmary
DSAB	Doncaster Safeguarding Adults Board
DSCB	Doncaster Safeguarding Children Board
DCST	Doncaster Childrens Services Trust

DVA	Domestic Violence and Abuse
GP	General Practitioner
eCAF	Electronic Common Assessment Framework
ED	Emergency Department
EH	Early Help
EHA	Early Help Assessment
EHC	Education, Health and Care
EHITG	Early Help Implementation Task Group
EHM	Early Help Module
EMTAS	Ethnic Minority and Traveller Achievement Service
EWO	Education Welfare Officer
F4C	Foundation for Change
F&C	Faith and Culture
FCAs	Family Court Advisors
FGM	Female Genital Mutilation
FJYPO	Family Justice Young People's Board
FM	Forced Marriage
FOI	Freedom of Information
GRT	Gypsy Roma and Traveller
HMPS	Her Majesty Prison Service
HMIC	Her Majesty's Inspectorate of Constabulary
HMIC HBV	Her Majesty's Inspectorate of Constabulary Honour Based Violence
HMIC JESIP	Joint Emergency Services Interoperability Principles
HMIC PEEL	Her Majesty's Inspectorate of Constabulary Police Effectiveness Efficiency and Legitimacy Programme
HMIC VIPC	Her Majesty's Inspectorate of Constabulary Vulnerability in Police custody
HR	Human Resources
IFA	Independent Fostering Association
IFST	Intensive Family Support Team
IRO	Independent Reviewing Officer
IT	Information Technology
KCSIE	Keeping Children Safe in Education
LAC	Looked after Child
LOCYP	Learning and Opportunities: Children and Young People Directorate
L&I	Learning & Improvement
LA	Local Authority
LAC	Looked After Child
LADO	Local Authority Designated Officer
LeDeR	Learning Disabilities Mortality Review
LGA	Local Government Association
LGBT	Lesbian Gay Bisexual and Transgender
LL	Liquid Logic
LSCB	Local Safeguarding Children Board
LSOA	Lower Layer Super Output Area
MDT	Multi-Disciplinary Team
MOJ	Ministry of Justice
MALAP	Multi Agency Looked After Panel
MARAC	Multi Agency Risk Assessment Conference
MASH	Multi Agency Safeguarding Hub
MISPER	Missing Person

MPACT	Moving Parents and Children Together
NEET	Not in Education, Employment or Training
NFA	No Further Action
NHS	National Health Service
NPS	National Probation Service
NSPCC	National Society for the Prevention of Cruelty to Children
NQTs	Newly Qualified Teachers
OASys	Offender Assessment System
OMT	Operational Management Team
OOA	Out of Authority
OSMC	Overview Scrutiny Management Committee
PAB	Performance Accountability Board
PAFSS	Parenting and Families Support Service
PbR	Payments by Request
PEP	Personal Education Plan
PGCE	Postgraduate Certificate in Education
PLRs	Performance Learning Reviews
PVI	Public Voluntary Industry
PVYP	Preventing Vulnerable Young People
QA	Quality Assurance
R&R	Referral and Response Service
RAMs	Resources Allocation Meetings
RDaSH	Rotherham Doncaster and South Humber
PLO	Public Law Outline
SBU	Safeguarding Business Unit
SCR	Serious Case Review
SCPHN	Specialist Community Public Health Nurse
SEND	Special Educational Needs and Disability
SHOs	Senior Housing Nurse
SLHD	St Leger Homes of Doncaster
SMT	Senior Management Team
SoS	Signs of Safety
SP	Strategic Priority
SSDP	Safer Stronger Doncaster Partnership
SY	South Yorkshire
SYEP	South Yorkshire Empower and Protect
SYF&R	South Yorkshire Fire and Rescue Service
SYP	South Yorkshire Police
SYTP	South Yorkshire Teaching Partnership
TPAS	Tenants Participation Advisory Service
YAS	Yorkshire Ambulance Service
YH	Yorkshire and Humber
YOS	Youth Offending Service
VAA	Voluntary Adoption Agency
VS	Virtual School
WAFH	Work After First Hearing
YGAM	Young Gamblers Education Trust
YJB	Youth Justice Board
YWCA	Young Women's Centre Association

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# DSCB Annual Report

## 2016-17

## Annex 1

### Summary of Partner Agencies



## **1. Performance of Partner Agencies**

In this section of the report partners have demonstrated the effectiveness of their work to safeguard children and identified the challenges and strengths. There is a high level of commitment to safeguarding children across the partnership and to the work of the DSCB. It can be seen from the responses below that each agency has contributed individually to the safeguarding agenda, but also collaboratively with the Board and its partners.

## **2. Children's Social Care Services (DMBC, DCST, CAFCASS)**

Since the inspection of children social care services in 2015 there has been a real focus on 'getting to good'. Ofsted monitoring visits and external reviews have shown there has been continuous improvement in the work of DCST and this is outlined below. Assurance has been received from the DSCB on the work of the MASH and early help which continue to provide challenge to all agencies. The Performance Accountability Board has focussed on some of the more 'wicked' issues faced across the partnership such as early help, the MASH, demand at the front door of children's social care and children who go missing. These will continue to provide the focus of the Boards challenge in 2017/18. Neglect continues to be identified as the key factor requiring children to be made subject to a CP plan and as such will also remain a priority for the Board.

### **2.1 DMBC**

#### **a) Summary of key safeguarding activity**

Section 11 of the Children Act 2004 requires local authorities and other named statutory partners to make arrangements to ensure that their functions are discharged with a view to safeguarding and promoting the welfare of children. There is a similar requirement imposed on schools. Working with head teachers, school governors and academy sponsors and principals, local authorities should promote educational excellence for all children and young people and be ambitious in tackling underperformance.

The DMBC Director of Children Services (DCS) has the responsibility within the local authority for improving outcomes for children and young people, children's social care functions and local cooperation arrangements for children's services.

In Doncaster this means that Learning and Opportunities: Children and Young People Directorate (LOCYP) is the lead partner in delivering against some of the DSCB priorities; the coordination and delivery of the Children and Young People's Plan, the Early Help partnership (covered in section 2.2) and is a key player in influencing, supporting and challenging the education sector.

Although the social care functions are remitted to the Doncaster Children Services Trust, the statutory responsibility remains with the DMBC DCS. The council has a contract management arrangement in place with the DCST and receives assurances through this process.

In order to execute the Local Authority Statutory duties DMBC works in partnership with others, delivers services directly to children, young people and the families or indeed commissions other providers through procurement and contract management to deliver services on its behalf.

The senior leadership team are active members of the DSCB and have chairing responsibilities for the Performance and Quality Sub-group and the Education Advisory Sub groups. During 2016/17, in partnership with other statutory partners the DMBC has developed the new Children and Young People's Plan, 2017-20 which marks a significant step forward in the collective ambition and efforts,



driven by the goal of being the most child friendly borough in the country. It puts children and young people at the heart of what Team Doncaster will do over the duration of this plan, seeking to ensure that their needs are understood and met and that they have clear ways to hold us to account for our decisions. Both the service led and children's voice led priorities are centred around four key themes: healthy and happy, equality, safety, and achievement. Through the Children and Families Executive group the partnership will be held to account for the delivery of the plan. The DSCB will receive assurances from the C&F executive group in relation to the Plan and specifically on the theme of 'Safe'. This will include for example early help and neglect.

The section 11 audit submission for LOCYP included 19 services. It recognises strengths across many DMBC service areas i.e. Early Years, APSW, EMTAS, GRT, Youth council, schools/Academies and commissioning all provided examples of how statutory duties are secure across the Directorate. An overview is provided below.

### **Family Hubs**

Family Hubs bring together services to be the 'go to place' for all families but particularly offering preventative support to families and early identification of need. Families are able to access services such as Family Group Conferencing, Contact services, Foodbank, support via stronger families, CAMHS, Domestic Abuse services etc.in and through the Family Hubs.

### **Services for 0-5's**

During 2016-2017 Children's Centres and Youth Centres have been rebranded as Family and Youth Hubs. A range of universal and targeted activities are available to engage with families. 70% of our target families are known to us with approximately 50% accessing services showing an upward trend since 2015-2017. Contact is made with families who are open to social care to encourage them to access universal services within Family Hubs.

An Outreach offer has been developed to work directly within family homes to support childhood development, improve outcomes and encourage access to universal services for identified vulnerable families. The impact of this will be evidenced using Outcome Star and will be recorded on EHM when the single agency pathway is in place.

Clear protocols and policies are in place to ensure safeguarding procedures are followed. Safeguarding is a standard agenda in team meetings and there is an expectation that staff is trained to level three. Action plans are in place to evidence the implementation of the Signs of Safety and the Neglect Strategy. Partnership working with a range of services also supports more complex needs within families. Where relevant families has been supported to access more specialist services.

Work has been undertaken with voluntary and community groups to increase capacity and support their understanding of Early Help and Safeguarding. There have been 23 new volunteers recruited through the service with differing roles supporting delivery. All the volunteers have undergone a robust induction and understand their responsibilities regarding safeguarding children young people and vulnerable adults. A focus on early help, the understanding of thresholds and robust safeguarding protocols within family hubs has contributed to the reduction in the number of referral to social care. However these figures remain high and needs further targeted effort.

In partnership with others for example midwifery, health visiting, PAFSS etc. the priority for the coming year will be on developing parenting pop-up sessions; promote the Family and Youth Hub offer; support community capacity building and most importantly improve engagement and access figures for families 0 -5.

The Early Years' Service continues to support the PVI sector in delivering high quality EY education through the delivery of safeguarding training, guidance on safeguarding policy in line with DSCB, delivery of WRAP3 training and support in completion of S11 audits bespoke to the child care sector. In addition the Early Years' Service provides an Ofsted registered provision for children with additional needs, including communication and language delay. The group named "seedlings" is managed and run by staff from the Pre-school Inclusion Team. The team supports families in accessing the correct support and often act as lead practitioners.

Ofsted currently grade day care setting at 100% good or outstanding with no recommendations around safeguarding or child protection. Knowledge of safeguarding and child protection (including knowledge of the referral process) which sits within the leadership and management section is consistently good or better.

During 2017/18 the Early Years' Service will have a sharp focus on PREVENT and neglect through their work in settings. Early Years settings need further support in being lead practitioners. At times there are issues with accessing the EHM and finding the system hard to navigate.

### **Services to Vulnerable Children**

The SEND team continues to deliver all SEND statutory duties on behalf of the LA with a 100% compliance rate for conversions of statements to Education/health and Care plans. The team plays a critical role in liaising with Special Schools to support safeguarding practice in and around children with additional needs.

The team receives regular safeguarding input and have strong links with the wider support system, for example Commissioning, the Safeguarding Lead and Standards and Effectiveness Team. The team are responsive and act quickly when sub regional alerts on Out of Authority (OOA) placements is received; parental concerns are followed up with both the parent, setting and services. The team plays a critical role in connecting special schools with the wider system.

Behaviour Services - The DMBC has commissioned a systemic review of inclusion. This included a full review of all the commissioned services for young people who are accessing alternative provision. All provision has been inspected and given improvement plans to secure and develop better outcomes for young people.

The service has led on the establishment of a Behaviour Network including Primary and Secondary colleagues across the borough. This has been instrumental in developing stake holder voice and contribution. The Network will have professional training and development along with case studies as standard items to in-bed good practice.

Within the off-site provision team the role of co-ordinators has been strengthened to ensure personalise planning for young people. The development of the co-ordinators role ensures that a child does not get lost from the point of allocation. Once a new or bespoke package/provision has been agreed the co-ordinator will be the pivotal and constant point for the pupil, family and provider. The daily contact ensures safeguarding across the board for these pupils.

The recommendations of the behaviour review are indicating the need for whole system transformation and a focus on the child. There is a risk that partners will not engage in the culture change.

### **Virtual School Gypsy Roma Traveller (GRT)**

The Virtual School team for Gypsy Roma and Traveller (GRT) children was established in June 2016, which has put a spotlight on GRT in Doncaster. The main priorities undertaken during 2016-2017

include attendance at all CSE meetings. This enables intelligence to be shared supporting GRT children who may be at risk.

Impact includes identifying GRT children who are out of mainstream education, following this up with both children missing education officers and elected home education staff. Securing school places for GRT is now a lot quicker with 509 GRT children securing a school place. The main challenges are children leaving the school, in particular European Roma Children without the parents informing the schools. Also the LA team are unable to link to other virtual school teams.

Plans include tightening up on school transition points so GRT children who fail to attend education are located and develop links with other GRT virtual schools nationally. In January 2018 a full report will be made to the Virtual School Governing Body alongside the Virtual School Children in Care report.

### **Virtual School Looked After Children**

This year the Virtual School have worked across schools and agencies to clarify the role of virtual school and practices within COYP Service to improve outcomes and safeguard LAC. This has included:

- Providing appropriate training to increase understanding for LAC for all stakeholders.
  - Ensuring LAC are engaged in appropriate provision up to 25 hrs p/w. The team have challenged and developed the PEP system to increase the safety, emotional well-being and attainment in LAC
  - Challenge and support Social Care to keep LAC safe and secure with a focus on education and life chances especially at key transition points.
  - Challenge/develop the pupil premium plus spend to increase safety, emotional well-being and attainment in LAC.
  - Promote/develop accurate data/records to protect LAC status and meet the safeguarding needs of LAC.
- b) The impact of the safeguarding work undertaken is demonstrated through the impact of Personal Education Plans and individual case reviews within the service. Key measures include:
- ensuring LAC are safe/secure during normal school hours and beyond,
  - Increased social and emotional well-being,
  - Increased attendance,
  - Reduced FTEs, increased attainment and education outcomes.
- c) Challenges for the Virtual School safeguarding include:
- Barriers from working across multi-agencies and multiple stakeholders
  - Lack of awareness/poor understanding and practices around LAC (e.g. attachment)
  - Academisation /new behaviour and inclusion practices that disadvantage LAC and their needs
  - Social Care priorities can override education priorities to the detriment of attainment and life chances
  - Community / environmental factors / social care pressures with LAC undermine progress and targeted interventions
- d) Plans and priorities in safeguarding children for 2016-17
- Signs of Safety and L3 Safeguarding CPD within VS
  - Increased use of data and VS priorities to increase safeguarding and promote better outcomes for LAC

- Increased challenge/accountability around PPP spend with schools and providers
- Provide support/training for key individuals and organisations around LAC
- Clarification and better working to reduce NEET and achieve better outcomes for 16+ LAC
- Increased awareness and better risk management around alternative provision/tuition for LAC

Both virtual services have created a live data set and have recognised better data systems are needed to measure impact and this is under development.

#### Admissions, Attendance and Pupil Welfare Service (AAPSW):

The AAPSW service has prioritised the tracking of Children Missing Education (CME), with officers supporting PVYP and CSE meetings. The team work jointly with the CSE team and attend statutory meetings. The team has also focused on elected home education and all EHE children are monitored. Any child reported home alone is also included in their duties to safeguard. The voice of the child within case notes show impact and the team have regular case file supervision and audits. Impact is measured by children and young people attending school and the outcomes of interventions when supporting families.

The AAPSW work plan for this year includes continuing to work with partner agencies, and improve access to training. CME remains a focus area.

#### Commissioning of Services:

The team has worked hard during 2016/17 to embed a strengthened approach to safeguarding within the whole of the Commissioning Cycle. This comprises of a Commissioning Toolkit which incorporates as a minimum DCSB standards, safeguarding within all service specifications, evaluating the suitability of providers using Pre-Qualification Questionnaire process, the use of the S11 Self-Assessment as a pre-qualifying criteria and annual self-assessment for all external providers, a continuous Safeguarding Issues log and dashboard, contract monitoring including Quality Assurance frameworks. Using market intelligence from CQC and Ofsted to analyse providers' performance and trends.

We ensure that our own staff and external providers' staff are trained so that Children and young people are better protected. External providers are supported to strengthen and deliver improved safeguarding standards in their services for children and young people in Doncaster.

All providers are quality assured and we have set a benchmark for contract monitoring. Strengthened communication between teams to ensure that we have a standardised, consistent approach which is equal to the Council's and DCSB's expectations.

Providers are actively challenged and supported to raise standards in relation to safeguarding, time-limited action plans and breach notices are used to govern this.

#### EXPECT Youth Alliance:

The Council has a duty to provide access for children and young people to good youth provision. The Youth Hubs bring together services for all young people but particularly offering targeted support such as LDD and LGBTQ which supports our inclusivity that links to the Early Help Strategy. During 2016 universal youth provision provided by the Council was decommissioned and one-off funding was made available to set up an alliance of youth providers with the remit to coordinate, facilitate and grow local youth provision. During the 9 month transition of universal youth delivery, the Youth Hubs have continued to deliver services to young people across the borough. Early signs of impact points to an increased reach and engagement of young people with a better coordinated enhanced offer. This enables a focus on prevention and early identification.

It is the ambition of EXPECT YA to positively impact on young people's ambition, experience and citizenship. The Ambition UK quality mark, facilitated by DMBC is ensuring that voluntary and community groups deliver safe, high quality youth activities within communities whilst building community capacity. 2 groups has been successful in gaining this award between Jan 17 and March 17 and work is underway with a further 10 groups.

#### Overall challenges and our Plans

A functional review of LOCYP will ensure that services delivered by the council are fit for purpose. It is important that the review do not destabilise the progress made to date and hinder the pace of change and improvement.

An S11 action plan will be implemented and monitored through SLT on a quarterly basis. The safeguarding manager will conduct safeguarding health checks across the Directorate.

A common shared portal will be created for all Heads of Service and Service Managers to access key safeguarding information and share best practice; this will also enable ongoing evidence collection for the 2019 return.

#### **DMBC: Plans and Priorities in Safeguarding Children for 2017-18**

- Undertake review of Learning and opportunities Children and Young People Directorate
- Monitor progress against S11 across the Directorate
- Implement Signs of Safety across all services
- Reduce NEET and achieve better outcomes for LAC 16+
- Improve transition between schools for Gypsy Roma Traveller children
- Improve rake up of Lead practitioner role in early years settings
- Promote the family youth hub offer and access for families with children 0 -5

## **2.2 Doncaster Children's Services Trust (DCST)**

### **a) Summary of Key Safeguarding activity undertaken during 2016-2017:**

Doncaster Children's Services Trust became operational on 1st October 2014. This followed the Ofsted inspection of children's social care in Doncaster in 2012 which concluded that the services were inadequate. In October 2015, after the Trust had been operational for a year Ofsted inspected children's services again, and although there were significant improvements, the overall outcome was again inadequate. During 2016/17 Doncaster Children's Services Trust has continued on its improvement journey. Ofsted began post inspection monitoring visits to report on progress since the full inspection in October 2015. Three have taken place during the year with a fourth expected in July 2017.

The first monitoring visit took place over 3 and 4 August 2016, during which inspectors reported that the Trust and the local authority are making significant progress from a low baseline to improve services for children and young people in need of help and protection in the areas covered by the visit. Inspectors reported effective leadership from the senior management in the Trust and a clear understanding and focus on priorities.

Key findings from the report were:

- Significant internal quality assurance and performance management activity is contributing to targeted learning, which is helping to drive more social work practice.
- Senior leadership team of the trust is highly visible and accessible.
- Social work staff are positive about working in Doncaster, and as reduction in use of agency staff.
- The investment in training for social work staff was beginning to be demonstrated in practice.
- Improved capture and recording of child's voice, and used to inform assessments and plans.
- There was variation in assessment timeliness and quality, with some specific pointers that the Trust took on board as part of the on-going practice improvement programme.

Key partnership issues were:

- Police do not always attend joint visits when this would have been appropriate and would have assisted child protection investigations.
- Thresholds for social care intervention are not yet fully understood by partners, and that contact and referrals remain high.
- In a few cases, potential risks of CSE were not immediately recognised, causing a delay in referral.

The second Ofsted monitoring visit took place over 24 and 25 October 2016, with a focus on child in need and child protection work and its quality, effectiveness and timeliness. Again, the visit report noted that the Trust was making "significant progress" in the areas of work covered in this visit and that "no children were found to be in situations of unassessed, unmanaged or unacceptable risk".

Key findings from the report were:

- Effective performance and quality assurance arrangements, contributing to the Trust knowing itself well and able to focus and sustain improvements.
- Increased stability and development of the workforce.
- Voice of the child being clear in vast majority of cases, but inconsistently used to inform plans and casework.
- Improved quality of management oversight.
- Plans were seen in all cases sampled, but there was variation in how they detailed the desired outcomes and how progress would be measured.
- Child in Need reviews needed to be more timely and more effective
- Quality of plans for children undertaken under Public Law Outline (PLO) were variable and would benefit from regular review.
- Workers described feeling that Doncaster is now a much safer place for children and for employees of the trust.

Key partnership issues were:

- Increased evidence of challenge by child protection chairs to support practice improvement
- Good multi-agency attendance at the vast majority of child protection cases

The most recent visit took place over 28th February and 1st March, with a specific focus on progress and outcomes for children in care, and how the needs of older children with complex needs are met. Ofsted again reported "Significant and continuing progress is evident in terms of the quality of services

for children looked after since the single inspection,” and that “Children and young people are at the heart of strategic planning and operational work.”

Key findings from the report were:

- Development of a stable well-supported and permanent workforce with manageable caseloads, meaning that social workers know the children and young people well.
- Effective direct work with children, including the very young, means that their voices and views come through strongly and are taken into account.
- The Children in Care Council and Young Advisors are “very impressive and well-supported”.
- Regular assessments are identifying the needs of looked after children and support early permanence planning.
- Children and young people are well supported to participate in their looked-after reviews, with an effective IRO service.
- Placement stability has improved for looked after children, supported by effective placement commissioning and sufficiency strategy.
- Whilst plans were in place for all children and regularly reviewed, inspectors reported that further work was required to ensure all are comprehensive and outcome-focussed.
- The report also indicated that when considering the identity of children and young people, the identity of white British children is also considered.
- The capacity of the Council’s virtual school has been increased, with more effective governance arrangements. Improvements to the quality of Personal Education Plans (PEPS) were seen, however, further work is required to evidence impact on the educational attainment of looked after children.
- Performance management and audit arrangements were reported as a particular strength, providing senior and frontline managers with a detailed and accurate understanding of the quality of practice.

Key partnership issues were:

- Effective and coordinated partnership working was evident in the casework seen on this monitoring visit.
- Ambitious and innovative approaches, supported by the Trust and the council, are being developed to meet the identified placement needs for Doncaster’s children looked after
- The development of the multi-agency looked after panel (MALAP) is helping to implement the revised and ambitious looked after children strategy.

The full copy of each letter published by Ofsted can be found here:

<https://reports.ofsted.gov.uk/local-authorities/doncaster>

Those areas identified as needing improvement have been appended to the Post-Inspection Action Plan and are being addressed. Updated reports are presented to the Performance Accountability Board throughout the year.

A final monitoring visit is scheduled for late July. The Trust is in contact with Ofsted about the scope of this visit, which is likely to focus on Leadership and Management as well as progress since the previous three visits. It is anticipated that Ofsted will return to complete a full inspection in the autumn or 2017.

The Local Government Association (LGA) undertook a safeguarding peer review in July 2016. The review also focused on measuring progress, since the Ofsted inspection in October 2014.

*“Overall, the review found positive evidence of continued improvement. We felt all the right components are in place to make further progress to deliver effective services. You have a target to be ‘Good’ under Ofsted inspection judgement by October 2017 and you have already moved a long way in terms of practice improvement albeit from a very low base, however, there is no time for delay or complacency and you must ensure you maintain the current momentum. The Trust model can demonstrate agility and speed of decision making with effective delegation to the executive from the Board, all of which greatly assists with the pace of improvement.”*

Key findings from the report are:

- Leadership and governance is strong.
- Staff appear to know what is expected of them and have confidence in the leadership and senior managers.
- The Partnership Accountability Board (PAB) brings together chief executives across the partnership to jointly address key cross cutting issues. This is partnership strength.
- There is evidence of cultural change that is supporting movement towards more effective practice and service delivery.
- Case file audits demonstrated evidence to indicate continued improvement. The Trust has made significant progress in developing a performance culture and we saw evidence of integration of QA activities and performance management arrangements to promote continuous improvement.
- The Trust is demonstrating ambition. It has grasped opportunities to innovate. Growing Futures is particularly well received by partners for its whole family approach and many people shared examples with us of the impact this is starting to have in reducing the prevalence of domestic abuse.
- The Trust is serious about listening to children and engaging them effectively. The voice of the child appears to be having an influence on service delivery, from individual work to strategic planning.
- The Trust has made strong senior officer appointments and staff we met appreciate the resulting stability.

Key partnership issues noted:

- Work across the partnership has improved and partners describe a positive difference in improved engagement and reduced need for escalation.
- The continued interim status of the Children and Young People’s Plan and completion of the JSNA mean that some commissioning priorities are unclear and shared outcomes more difficult to achieve. It also limits potential for joint commissioning which is currently under-developed.
- One of the major challenges to the success of the Trust is that we are not convinced of the shared ownership or shared investment from key partners to provide Early Help. The Trust and the Council have led work to bring significant reform to the early Help arrangements, but wider ownership and engagement by partners is key to further improvement. Whilst this is said to be a shared priority, there remains some confusion about how this is happening.
- The Trust continues to face unsustainable demands on Children’s Social Care at the front door as a result and this is having an impact on caseloads and capacity.
- We feel confident about the robust challenge of the LSCB Chair and support his approach to achieve urgent clarification about this issue from the partnership.
- Partners did express some confusion about the role of Stronger Families and this needs to be addressed to ensure that the offer is fully understood.
- Despite training across agencies, confidence about risk levels, collection and sharing of CSE data is limited.



Statutory annual reporting of the LADO, YOS, Private Fostering, Adoption, Fostering and IRO activity are all completed as required.

Innovation:

The Trust has brought together four projects, which have researched and developed new creative and effective approaches to delivering social care services to children and families in special circumstances. Each project was launched with support from the Department for Education's Social Work Improvement Innovation Fund. The projects within the Innovation Programme have contributed significantly to the Trust's improvement journey, supporting improvements in practice quality and achieving better outcomes for vulnerable children. Each of the approaches support the Trust's new Practice Framework which focuses on 'right first time' relationship-based effective interventions which have a strong evidence base and demonstrate good value for money. Case audit work shows improved quality of practice where the innovation project approaches are deployed and each of the projects has achieved proof of concept in terms of impact for children, young people and families. The focus now is on mainstreaming and sustainability.

The projects are:

Growing Futures:

Growing futures has been a highly successful programme which has developed new practice and widespread learning in the field of domestic violence and abuse (DVA). The programme has developed a new cadre of practitioners - the Domestic Abuse Navigators (DANs) who have worked intensively with families where children live in households where DVA occurs. The DANs have also provided consultancy and co-working to a broad range of practitioners across the partnership. The programme has driven a new partnership-wide DVA strategy, which includes a new whole family working model, support to schools, a workforce development strategy, new practice in working with perpetrators and new therapeutic approaches to working with children. Funding has been identified to extend the approach for a further three years in order to fully mainstream this into business as usual practice.

Mockingbird Family Model:

This is new approach to foster care, which is based on a well evidenced model from the USA. This creates 'constellations' of foster carers supported by a central 'hub carer'. The constellations provide a fostering 'extended family' for children in foster care and have provided good outcomes both in terms of placement stability and the retention of foster carers. DfE Wave 2 Innovation funding has been secured for two further constellations to be developed, and further local funding has been secured as part of the contract with DMBC to extend the growth of the model to 2019.

Pause:

The Trust has delivered one two-year cohort supporting women who have multiple children removed from their care, helping them to build resilience and develop new skills and responses. This first highly successful cohort delivered positive health, education and employment outcomes for the women involved, who had all experienced multiple and complex vulnerabilities. A further cohort to work with very young women who have been in the care system will commence later this year.

South Yorkshire Empower and Protect (SYEP):

The Trust was a partner in the sub-regional approach which tested a new model of working with children and young people who experience or are vulnerable to Child Sexual Exploitation (CSE). The project was funded for one year initially from Wave 1 funding, and then South Yorkshire partners agreed to commit additional funding to continue the trial over a full second year. During its period of activity, SYEP supported four Doncaster children in care and eight on the 'at home' element of the project. Four specialist foster carers were approved in Doncaster and a further 22 have been trained in therapeutic techniques and psychological understanding. Twenty-six social workers were trained in therapeutic techniques and a further 40 Doncaster professionals received further training in CSE. The approach was very effective in preventing admissions into care for very vulnerable young people and preventing escalations into external placements for those already in care. Learning from the approach has been mainstreamed across South Yorkshire from April 2017.

**b) The impact of the safeguarding work undertaken:**

The Trust and DMBC hold a shared post-inspection action plan following the 2014 Inspection. Actions relating to the inspection of Safeguarding Board are held separately by DSCB.

As of 5th May 2017, there were 212 specific actions recorded against the Main Action Plan. These include an additional 26 actions that were added following the findings of the previous three visits and LGA peer review of services that was conducted in July 2016. The current status of these actions is:

Rating	Number	Percent
Red: Action has not yet started or there is significant delay in implementation. Therefore action must be prioritised to bring it back on track.	0	0%
Red/Amber: Action has started but there has been a delay or blocker that needs resolution before further progress.	0	0%
Amber: Action has started but there is some delay in implementation; this must be monitored to ensure required action is delivered.	8	4%
Light Green: Action is on track to be completed by the agreed date.	63	30%
Green: Action is complete, but should be monitored to ensure the action is sustained.	141	67%

Measures are underway to ensure the 8 amber rated actions return to be on track. The amber rated measures are scored accordingly, due to short term slippage from the initial ambitious deadlines.

Within the Trust, weekly Getting to Good meetings continue, chaired by the Chief Executive of the Trust. These regular meetings are in place to maintain the pace of improvement, through the Ofsted Action Plan and Locality Action Plans. At the latter end of the 2016/17 year these meetings revisited the 20 recommendations from 2015's inspection to ensure we have addressed all elements, and have evidence of improved outcomes.

Performance has improved or stabilised across the majority of areas of practice, with the majority of comparable measures above national average and in good company; this is in spite of increased demand. Practice compliance remains high, measured through assessment and visit timeliness.

Fewer children are on CIN plans for 2 years or more, and fewer are subject to a child protection plan for a second or subsequent time. Placement stability for looked after children has improved over the past 3 years, and more young people have remained in care to their 18th birthday rather than being discharged at the age of 16 or 17. The focus of our improvement journey, since the inception of the Trust, is a Trust wide practice quality approach with initial focus on LAC and CP compliance and quality. Once compliance assurance was achieved in these areas our parallel drive over the last 12 months has been to bring the same level of quality and drive into our CIN work.

Case file quality is subject to rigorous audit and oversight. A sample of 50 cases is audited each month, and a series of thematic audits also takes place as part of an annual schedule. Targets are set over the period regarding the rate of good or better grades, with a view to achieving 61% by September 2017. During the year demonstrable impact is evident with 6% of CIN cases in April 2016 rated as good or better rising to 48% in March 2017 with more recent months routinely featuring an outstanding CIN case. Similarly, the specific sections of the audit have evidenced an improvement in performance in relation to case file audits graded as good or above in respect of CP and LAC cases. For example, for CP cases, performance in April 2016 noted that no CP cases were good or better. By March 2017 this had risen to 70%. Likewise, LAC cases improved from 33% in April to 67% in March 2017. For the year 2016/17, 50.7% of all cases were judged good or better.

The Trust has a statutory duty to provide return interviews for all children who go missing from home or care. Since December 2016, this service has been provided 'in house' as part of the Trust's advocacy service. Previously this was commissioned by the Trust and provided by council's youth service. Overall, the new service has seen an increase in demand for return home interviews as the number of missing episodes has increased due to improved reporting. At the same time, there has also been an increase in the proportion of interviews offered and taking place. The most notable progress thus far can be seen in terms of the quality of return home interviews, which have young people's voice at the centre; the trusting relationships built with young people who have previously been reluctant to engage and a more proactive approach which is helping to inform and shape follow up support for young people and reduce missing episodes for individual children. In addition, the in house nature of the service allows for better collation of performance information.

Doncaster has moved from having among the worst re-offending rates for young people in the country two years ago to now having the 4th lowest rate, at 28.1%, compared to an England average of 37.7%. This success is in part due to the innovative work undertaken by EPIC, with 10-17 year olds identified as being at risk of entering the youth justice system.

Sickness rates across the Trust remain low and were 3.7% in June 2017, compared to 7% in October 2015. Turnover of qualified staff is low, with 16 leavers and 34 joiners in the last 12 months, giving a social worker turnover rate of 8.7%. Front line vacancy rate has dropped from around 25% in June 16 to 13% currently, which has meant a reduced reliance on agency staff. Our agency rate for frontline staff currently stands at 8%. We have been successful in appointing permanent staff to the vast majority of managerial posts, with two agency managers and one temporary contract as at the end of June 2017. We have also been successful in converting 22 agency workers to permanent positions from April 2016, as we continue to strive to be an employer of choice within the region. Of these, in the last three months, this trend has accelerated with 13 employees converting from agency demonstrating high satisfaction levels with the Trust as an employer.

**c) Challenges for safeguarding and key risks:**

Throughout the lifetime of the Trust, there has been an unending focus to work with our partners to deliver improved early help. This remains work in progress and is the highest priority for our partnership working. Our significant achievements are the development and establishment of the

Early Help Hub, a refreshed Early Help strategy with a practitioner tool kit and revised threshold guidance. In addition, service delivery consistency has been supported by the transfer of DMBC early help staff to the Trust which has facilitated the launch of the new Parenting and Family Support Service (PAFSS) in April 2017. The Trust continues to receive a total of c.2400 contacts per month (Jan-Mar 2017, total contacts and Early Help enquiries), with only a third leading to a service and approximately 12% leading to a statutory service after assessment. The conclusion that Ofsted, and other inspectorates, will make will be unchanged from the previous inspection that “Too many referrals are made to statutory services when lower level interventions are more appropriate.” The evidence and input provided by partners on this challenge, and others identified through inspection, is likely to impact on the key judgement of “early help and protection of children,” and is therefore critical to help us achieve the target of being rated as “good.”

#### **DCST: Plans and priorities in safeguarding children for 2017-18**

- Continued work across the partnership to ensure early arrangements are in place to support children and their families receiving the right support at the right time.
- Continue with service improvement work to reach the Trust aim of being “good” by October 2017. In addition to a fourth Ofsted monitoring visit the Trust will also undertake further external scrutiny:
  - (i) Review of Front Door arrangements, taking place between 9th and 12th May. Arranged with DSCB. The review will focus on application of thresholds by partners and within the Front Door, decision making, and analysis of referrals leading to no further action or a subsequent re-referral.
  - (ii) Review of Care Leaving services, taking place over 5 days and ending on 13th June. This is being conducted by an ex HMI
  - (iii) Planned tests to check the Trust’s “inspection readiness” through a series of no-notice checks, scheduled for July and August
- Neglect is a priority for the DSCB and the Children and Young People’s Partnership. The Trust is committed to improving service delivery during 2017/18 and will implement the DSCB Neglect toolkit during 2017/18 to assist in the better identification and focused support for children where neglect is prevalent.

### **2.3 Child and Family Court Advisory Support Service (CAFCASS)**

Cafcass (the Children and Family Court Advisory and Support Service) is a non-departmental public body sponsored by the Ministry of Justice. Cafcass represents children in family court cases, ensuring that children’s voices are heard and decisions are taken in their best interests.

The demand on Cafcass services grew once again in 2016/17, by around 13% in public law (involving the local authority) and 9% in private law (involving arrangements for children following parental separation). Demand is now approximately 30% higher in public law, and 20% higher in private law, than it was three years ago, putting the family justice system under considerable pressure. Nonetheless, each of Cafcass’ Key Performance Indicators has been met.

Cafcass' main priorities in 2016/17 were to continue to improve the quality of our work, and to support family justice reform. These are a few examples of how we have done this:

- Production of the Domestic Abuse Practice Pathway which provides a structured framework for assessing cases where domestic abuse is a feature, and ten new evidence-based assessment tools.
- A revised Quality Assurance and Impact Framework, together with mechanisms to establish, and raise, the quality of our work including thematic audits, Area Quality Reviews, and the work of the National Improvement Service.
- Provision of continuous Learning and Development opportunities for staff including: e-learning; Research in Practice resources, the Cafcass library and the dissemination of internal research.
- Contributions to innovations and family justice reform, designed to improve children's outcomes and make family justice more efficient. These are formed in private law by projects trialling pre-court or out-of-court ways of resolving disputes; and in public law projects aimed at helping local authorities and parents to 'find common ground', thus diverting cases from or expediting cases within, care proceedings.
- Support to our child exploitation and diversity ambassadors/champions who collate learning from inside and outside the organisation on these subjects and promote it to colleagues.
- The Cafcass research programme which supports the work of external researchers, such as the ground-breaking work of Professor Karen Broadhurst and her team into repeat removals from mothers in care proceedings; and undertakes four small-scale internal research projects each year. This year we have undertaken, for example, studies into: domestic abuse in spend-time-with (contact) applications (this has been in collaboration with Women's Aid); trafficking and radicalisation cases known to us; and high conflict (rule 16.4) cases.

### **3. Health Services including Doncaster Clinical Commissioning Group (DCCG), Doncaster and Bassetlaw Teaching Hospital NHS Foundation Trust (DBTHFT), Rotherham, Doncaster and South and South Humber NHS Foundation Trust (RDaSH), NHS England, Primary Care, Yorkshire Ambulance Service and Public Health**

Safeguarding the health and wellbeing of children is a key priority for a wide range of health services and professionals. Acute health services, unplanned and emergency care settings along with secondary and tertiary care all look to safeguard children and young people in their care. GPs, Health visitors, School Nurses, Nurses, Midwives and Paediatricians alongside others within services all have a critical role in keeping children and young people safe from harm or neglect. Doncaster health care is made up of a numbers of organisations both providers and commissioners.

- Doncaster Clinical Commissioning Group (DCCG)
- Doncaster and Bassetlaw Teaching Hospital NUS Foundation Trust (DBTHFT)
- Rotherham, Doncaster and South and South Humber NHS Foundation Trust (RDaSH)
- NHS England
- Primary Care
- Yorkshire Ambulance Service

- Public Health

While Doncaster continues to experience significant change and transformation in how healthcare is resourced and delivered, all services remain completely dedicated to ensuring that the children and young people of Doncaster are held at the centre of whatever they do. The health community across Doncaster is fully engaged and committed to the work endorsed and undertaken by DSCB. All sectors of health continue to actively participate in the functions of the board and its sub groups. Health partners are seen to both provide and respond to appropriate challenge as a means of driving quality and safeguarding standards forward.

Health partners will continue to prioritise safeguarding and promote the DSCB priorities in particular

- Early help
- Support change to Children and Social work Act
- Implementation of Neglect Strategy
- Implementation of Signs of Safety

### 3.1 Doncaster Clinical Commissioning Group

As a commissioning organisation Doncaster Clinical Commissioning Group (DCCG) has a responsibility for ensuring that health care across Doncaster is delivered to a high quality standard. Doncaster CCG's with its strong Designated Safeguarding Professional function has the capacity and capability to support the DSCB in its statutory role to safeguard and promote the health and welfare of children across Doncaster.

DCCG has fully engaged in activities and work streams across all DSCB priorities, taking a leading role in ensuring the Doncaster's vision for children to remain safe and free from harm, enjoy and achieve is promoted across health services and beyond.

Throughout 2016-17 DCCG has fully acknowledged the need to work in partnership with all members of the multi-agency safeguarding arena. DCCG has worked closely with DSCB as a lead in ensuring a whole system approach exists that will look to ensure the best outcome for children across Doncaster. DCCG is an active member and contributor to the DSCB Audit programme and Case Review Sub Group, working alongside partners to review and assess practice, impact and outcomes as a means of working together to improve service delivery.

DCCG ensures a strong presence at DSCB Board meetings and its Sub groups; this awards the surrounding health services (Commissioners and Providers), a greater voice and influence within high level decision making and setting of quality standards. Throughout 2016-17 DCCG has continued to commit time and resource into the function and activity of the DSCB, offering the experience and knowledge of clinical designated health professionals that has been seen to drive standards and quality of care across the multi-agency partners.

DCCG works tirelessly to continually promote the wellbeing of children across the borough, the work undertaken in partnership with DSCB members has contributed to progress and development of services. Increasing service and professional understanding and commitment to children's safeguarding through commissioning requirements and training needs. Working alongside DSCB to

hold partners to account has worked to ensure care delivery is driven by the needs and wishes of children, ensuring those that commission and provide health services maintain children at the heart of delivery and improvement.

#### **DCCG: Plans and Priorities for Safeguarding Children 2017-18**

Doncaster CCG continue to support the DSCB in their function and role, specifically as the statutory requirements of the board change under the Children and Social Work Act 2017. DCCG will continue to work in partnership with DSCB board members, promoting and endorsing the requirements outlined within the DSCB strategic priorities and business plan for 2017-18. Working alongside our Public Health colleagues in order to drive service development and seek assurance that providers of services remain fully committed to high quality safeguarding standards.

### **3.2 Doncaster and Bassetlaw NHS Foundation Trust**

#### **a) Summary of key safeguarding activity undertaken during 2016 –2017:**

There have been no inspections during this year but the safeguarding team have worked hard to complete outstanding actions plans from previous the CQC inspection of the Trust and the Nottinghamshire CQC CLAS inspection.

The team have undergone change following the Calderdale review resulting in a new team structure. The review considers what skills are required to do the job e.g. does this have to be a trained nurse? Could someone else have the skills? We have recruited a new Safeguarding Nurse and Secretary with recruitment of another secretary in the process.

The team continue to contribute to LSCB priorities over the two local authorities. For DSCB attending Board meetings, sub groups, contributing to case reviews, lessons learned reviews, multi-agency audits and task and finish groups for specific subjects. In partnership with the DSCB we have held Early Help and Signs of Safety roadshows to raise awareness across the organisation.

The team held a successful safeguarding awareness week last December and have continued to promote National awareness days including CSE.

#### **b) The impact of the safeguarding work undertaken:**

The safeguarding team receive copies of referrals and quality assures them, there is a noticeable improvement since the use of our own organisational referral form launched last year. Although advice calls continue they are often for reassurance that the correct actions have been taken, increasingly the correct processes and actions have been followed.

Delivering internal CSE training has been widely successful and this is evidenced in a recent audit which confirmed our staff are aware to the signs of CSE and what to do if they suspect CSE.

#### **c) Challenges for safeguarding in your agency and key risks:**

Earlier in the year the team had vacancies for a specialist nurse and a secretary which are now filled. Following the review mentioned earlier the team are now settled and continue to move the work of the

team forward. Wearing uniform the nurses are now more visible in the hospital carrying out safeguarding drop in sessions and ward rounds on specific wards and departments and at the request of any. Safeguarding Nurses continue to raise awareness of services such as Project 3 in Doncaster for children who misuse substances, this does not seem to be reflected in numbers at Project 3 but it needs to be recognised that this is a consent referral and if the child does not want referring then it won't be made. It should also be recognised that we not refer every child who attends in drink and referrals etc. would be specific to the situation and previous attendances as with all safeguarding cases.

The team encompasses the child death team and there has been a vacancy for a paediatrician for some time but this is part of the children and families care group. Some members of the team contribute to the Rapid Response rota for when a child dies, this can prove a challenge if a child dies as this is often prioritised and the safeguarding work gets put back. Despite this there has been a significant drop in the number of child deaths this year enabling cases to be heard at CDOP in a more timely manner.

Often other agencies do not understand the complexities of 'health' and that safeguarding is just a small bit of work in an acute Trust covering numerous hospital sites. It is much different to 'universal' health services such as the GP, Health Visitor and School Nurse which all children have access to, not all children visit the hospital. With many vacancies for nurses and midwives it is difficult for staff to be released for training, especially external training. To provide a solution to this there is now some level 3 updates available within the hospital, these are two hour sessions delivered by external agencies such as the LSCB and the Police. DBTH have the added complexity of being part of two CCGs and two safeguarding boards and ensuring as an organisation we work with both equally and include work streams from both strategies.

#### **DBHFT: Plans and priorities in safeguarding children for 2016-17**

As a team we continue to drive the safeguarding work forward within the acute trust, engaging with our partners to ensure the safety of children. We will continue to be visible across the hospital sites helping and advising our staff with any safeguarding needs. We will continue to work together with our two LSCBs in order to prioritise local safeguarding issues.

### **3.3 RDASH**

#### **a) Summary of key safeguarding activity undertaken during 2016 - 2017:**

During the past 12 months there has been significant progress made in promoting a "whole family approach to safeguarding". The adults and children's safeguarding teams are working collaboratively to promote a variety of safeguarding initiatives within the Trust.

The Trust has an extended complement of safeguarding personnel:

- Nurse Consultant for Safeguarding Children
- Safeguarding Children Named Nurse and Lead Professionals
- Safeguarding Adult Lead Professionals
- Prevent Lead
- MCA & DoLS Lead
- Named Doctor for Safeguarding Children



The Prevent responsibility is now aligned to a Safeguarding Adult Lead Professional role. The Lead for Prevent attends the Silver Prevent groups as well as attending the NHS England Steering Group. The Trust has made one referral and provided information relating to two individuals assessed as potentially being at risk of radicalisation.

CSE awareness raising is incorporated into each level of Safeguarding Children's training and within the Modern Slavery training packages. All staff within the Trust's Children's Care Group have received mandatory training on how to identify CSE concerns. A specialist CSE Nurse from the Trust sits within the multi-agency CSE team and offers training support and day to day advice from Trust staff. Staff from the Trust have been part of a multi-agency project to raise awareness of CSE and to encourage members of the public to do their part in helping to stamp it out. This included residents in the Doncaster area being asked to make a personal pledge on how they can help raise awareness of CSE by using the #HelpingHands on social media.

Information relating to FGM is embedded within the Domestic Abuse Policy. Safeguarding Lead Professionals have received enhanced training on FGM via the department of health. Workshops on how to identify and report FGM have been delivered to Safeguarding Supervisors to cascade to their teams.

Information has been included within the Safeguarding Children newsletter and sent out electronically to all Trust staff as well as being posted on the Safeguarding Children intranet page.

Trust policies and training packages have been amended and updated to reflect the changes in legislation and guidance.

Over the past 12 months the following documents have been reviewed and refreshed in order to ensure compliance with their respective legislation:

- Safeguarding Adults at Risk Policy
- Safeguarding Children Policy
- Safeguarding Children Supervision guidance
- Prevent Guidance and guidance in respect of the Modern Slavery Act has been introduced.

The safeguarding children team have supported partnership working with regular attendance at board meetings, sub groups and task and finish groups. They have supported the DSCB multi-agency audit programme and contributed to case reviews and learning lesson activities.

There is a greater visibility of safeguarding professionals at team meetings and within team bases and 9 until 5 availability for telephone advice and support. The effectiveness of the arrangements can be evidenced through an audit of staff satisfaction with safeguarding team support and feedback from individual cases.

A Safeguarding awareness week was held in December 2016 and focussed on issues of modern day slavery, neglect and FGM. It also included a celebration event which allowed staff that had gone above and beyond in working with safeguarding cases to be recognised.

**b) The impact of the safeguarding work undertaken:**

The Trust can demonstrate its compliance in relation to its statutory requirements as regarding Safeguarding Children. The section 11 self-assessment audit demonstrated all standards apart from 2 were fully met with the two outstanding standards partially met.

Following a re-inspection by CQC the Trust received a revised rating of GOOD across the whole organisation. For every service within the organisation the domain of caring was rated GOOD.

The Trust can demonstrate that through partnership working we are engaged in promoting better safeguarding practices and outcomes for those involved with the Safeguarding processes.

The Safeguarding Children Team was presented with the runner up award for Support Team of the year at the Trust awards ceremony.

Focus on the 'voice of the child' in work with both adult and children service users has been prioritised through training, newsletters and supervision. A dip sample of clinical records identified that the child's voice was reflected consistently.

An audit of the impact of awareness raising of CSE showed that staff were well equipped to identify and respond appropriately to cases.

A Trust wide audit of the impact of training completed in March 2017 showed that staff at level 1 and level 2 felt their knowledge had increased and that they felt more confident in responding to safeguarding children issues after completing training.

A trust wide audit of safeguarding supervision completed in March 2017 demonstrated that staff have access to safeguarding children supervisors within their teams and that they are confident to seek support from them and the safeguarding team.

c) Challenges for safeguarding in agency and key risks:

- **Early help**  
The early help agenda has been rolled out across the Trust with most Children Care Group staff attending DSCB road shows. The children's care group has adopted the embedding and strengthening of Health Visitors and School Nurses as Lead professionals as the 2017/18 Listening into Action mission with a senior member of staff identified to lead a targeted and outcome focused piece of work to achieve this. However for staff working with adult service users their involvement will be limited and sporadic and raises a challenge in keeping them up to date with processes
- **Signs of safety**  
Due to retirement the Trust currently has just two signs of safety champions. This presents a challenge when ensuring all staff are competent in using the approach. Children Care Group staff have attended either DSCB training or in house training offered by the safeguarding team but as above staff who work with adults will be involved with child safeguarding cases infrequently but will still need an understanding of the approach.
- **Trust transformation**  
Recent transformation within the Trust has created three geographically based care groups with staff working with children sitting within a separate care group regardless of geographical location. This presents challenges with delivering training and support to children's staff who may work in Doncaster, Rotherham or North Lincolnshire and report to different safeguarding children boards
- **Strategy meetings**  
Challenges with health staff representation at strategy meetings have identified a clear process is needed to ensure that health staff are routinely notified and invited and that processes are put in place to ensure that the appropriate health representative can attend.

- Providing assurance of impact  
Being able to provide assurance to four safeguarding boards in four different formats provides a challenge. Information and learning is disseminated through training, newsletters and supervision but with such a diverse staff group it is difficult to collate and measure the impact on practice.

#### **RDaSH: Plans and Priorities in Safeguarding Children 2017-18**

Further work is to be undertaken to embed Early Help across all RDaSH services by:

- Engaging with Early Help partners to strengthen links
- Making documentation more accessible and less repetitive
- Monitoring performance data
- Arranging briefing sessions

### **3.4 NHS England**

#### **a) Summary of key Safeguarding Activity undertaken during 2016-2017:**

NHS England ensures the health commissioning system as a whole is working effectively to safeguard adults at risk of abuse or neglect, and children. NHS England is the policy lead for NHS safeguarding, working across health and social care, including leading and defining improvement in safeguarding practice and outcomes. Key roles are outlined in the Safeguarding Vulnerable People Accountability and Assurance Framework 2015.

Yorkshire and the Humber has an established Safeguarding Network that promotes shared learning across the safeguarding system. Representatives from this network attend the national Sub Groups, which have included priorities around Female Genital Mutilation (FGM), Mental Capacity Act (MCA), Child Sexual Exploitation (CSE) and Prevent. NHS England Yorkshire and the Humber works in collaboration with colleagues across the North region on the safeguarding agenda and during 2016/17 a Clinical Commissioning Group (CCG) peer review assurance process was undertaken covering all 44 CCGs in the North region.

Sharing learning from safeguarding reviews:

In order to continuously improve local health services, NHS England has responsibility for sharing pertinent learning from safeguarding serious incidents across Yorkshire and the Humber and more widely, ensuring that improvements are made across the local NHS, not just within the services where the incident occurred. The NHS England Yorkshire and the Humber Safeguarding Network meets on a quarterly basis throughout to facilitate this. Learning has also been shared across GP practices via quarterly Safeguarding Newsletters, a safeguarding newsletter for pharmacists has been circulation across Yorkshire and the Humber and one for optometrists and dental practices is being scheduled for March 2017.

Safeguarding Serious Incidents:

All safeguarding serious incidents and domestic homicide's requiring a review are reported onto the national serious incident management system – Strategic Executive Information System (STEIS).

During 2016/17 a review of current systems for recording safeguarding incidents and case reviews across the North Region was undertaken to support the identification of themes, trends and shared learning. The Yorkshire and the Humber process to jointly sign off GP IMRs, as CCGs responsibilities for commissioning of primary care services is increasing, has been adopted across the north of England region to ensure consistency. NHS England works in collaboration with CCG designated professionals to ensure recommendations and actions from any of these reviews are implemented. Prior to publication of any child serious case reviews, serious adult reviews or domestic homicide reviews NHS England communication team liaise with the relevant local authority communications team regarding the findings and recommendations for primary care medical services.

#### Training & Development:

Designated safeguarding professionals are jointly accountable to CCGs and NHS England and oversee the provision of safeguarding training for primary care medical services. The main source of training for other primary care independent contractors is via e-learning training packages.

NHS England Safeguarding Adults: Roles and competencies for healthcare staff - Intercollegiate Document has been awaiting final publication following review by - The Royal College of Nursing, The Royal College of Midwifery, The Royal College of General Practitioners, National Ambulance Safeguarding Group and The Allied Health Professionals Federation. The purpose of this document is to give detail to the competences and roles within adult safeguarding and the training guidance for healthcare professionals.

NHS England North hosted a safeguarding conference on 10 December 2016 which included presentations on forced marriage, honour based abuse, FGM and domestic abuse and adult safeguarding. The conference aimed to provide level 4 training for healthcare safeguarding adults and children professionals and leads in the North region. A conference was held on 11 November in York for named safeguarding GPs in Yorkshire and the Humber attended by Bradford named GPs, it was well evaluated and plans for a north region named GP conference are in place for 2017/18.

NHS England has updated and is due to circulate the Safeguarding Adults pocket book which is very popular amongst health professionals and has launched the NHS Safeguarding Guide App and a North region safeguarding repository for health professionals.

#### Assurance of safeguarding practice:

NHS England North developed a Safeguarding Assurance Tool for use with CCGs across the North Region, which was implemented in 2016/2017. NHS England North Regional Designated Nurses undertook the review which was intended to be supportive, they reviewed all action plans to identify key themes and trends across the North Region with a view to identifying common areas requiring support. Themes from this process have influenced the commissioning of leadership training for safeguarding professionals and there are future plans for a national assurance tool for CCG's.

#### Learning Disabilities Mortality Review (LeDeR) Programme:

Over the last 2 years a focus on improving the lives of people with a with learning disabilities and/or autism (Transforming Care) has been led jointly by NHS England, the Association of Adult Social Services, the Care Quality Commission, Local Government Association, Health Education England and the Department of Health. In November 2016 the national LeDeR Programme has been established following the Confidential Enquiry into the Premature Deaths of People with Learning Disabilities (CIPOLD).

All NHS regions have been asked to establish the LeDeR process locally to undertake the reviews. LeDeR also complements the NHS Operational Planning and Contracting Guidance for 2017/19 which contains 2 'must-dos' for people with learning disabilities:

- "Improve access to healthcare for people with a learning disability so that by 2020, 75% of people on a GP register are receiving an annual health check.
- Reduce premature mortality by improving access to health services, education and training of staff, and by making reasonable adjustments for people with a learning disability and/or autism.

LeDeR involves:

- Reviewing the deaths of all people aged 4 years.
- Identify the potentially avoidable contributory factors related to deaths of people with learning disabilities.
- Identify variation in practice.
- Identify best practice.
- Develop action plans to make any necessary changes to health and social care service delivery for people with learning disabilities.

A national database has been developed and anonymised reports will be submitted. This will allow, for the first time, a national picture of the care and treatment that people with learning disabilities receive. The LeDeR Programme is not a formal investigation or a complaints process and will work alongside any statutory review processes that may be required.

The LeDeR Programme recognises it is important to capture the extent of personalised services, including the use of reasonable adjustments, choice and control and the well-being of people with learning disabilities. Good practice examples will be written up and shared nationally.

Prevent:

Across NHS England North there are a number of priority areas which are designated by the Home Office, who fund two Regional Prevent Coordinator posts. These posts support the implementation of the Prevent Duty and ensure that Health embeds the requirements of the Contest strategy and specifically Prevent into normal safeguarding processes. Funding to support this work was secured from the North Region Safeguarding budget which has facilitated a number of projects including supporting partnership working with the North East Counter Terrorism Unit, delivering a conference in October on 'Exploitation, grooming and Radicalisation' and an Audit of referrals to Prevent /Channel where Mental Health concerns are understood to be a contributing factor.

A research project to scope the current, attitudes, awareness and practice amongst GP colleagues has also been commissioned in the Region.

In December 2016, a North Regional Prevent conference was held to raise awareness of Prevent, delegates found this event a good opportunity to increase their knowledge and confidence in the role of the health sector in Prevent. Feedback received supported that there was an overall improvement in understanding the requirements of health organisations, for example: CCGs under the new statutory duty.

Pressure Ulcers – "React to Red":

React to Red was launched on 01 February 2016 at the Pressure Ulcer Summit in Leeds. It is a bespoke training package for pressure ulcer prevention which is competency based and designed specifically for care home staff and care providers. Since its launch in February 2016, there has been significant interest in this resource from CCGs: private organisations; secondary care; hospices;

domiciliary care providers; tissue viability nurses and care homes. During 2017/18 this work will continue to be a priority across NHS England North and will focus on embedding the programme as a quality improvement initiative using a focused approach co-ordinated by CCG's and robust evaluation by NHS England North.

### 3.5 Primary Care

Primary care is made up of 43 GP Practices has fully engaged in the 2016-2017 self-assessment tool developed by DCCG as a means of offering assurance of quality safeguarding practice as well as identifying areas of support and training. Supported by the Named and Designated function within DCCG, primary care continues their daily work and patient consultations with children's safeguarding fully in mind.

Receiving annual TARGET Level 3 safeguarding reaching over 270 primary care Nurses and GPs, those working in General Practice have gained a greater awareness of the issues faced by children across Doncaster. With specific training on the 'Signs of Safety' model adopted by Doncaster Children Service trust, Primary care has been seen to increase their engagement in the safeguarding children and early help processes in place. Following the SCR on Child A, a process has been developed to ensure GP information is shared in child in need and early help cases. Work is ongoing to embed this and future audit activity will provide evidence of improvements

Quality training in partnership between DCST and DCCG was seen to evaluate positively looking to increase GP understanding and awareness and confidence in identifying and responding to children safeguarding issues as a means of ensuring children receive help and support at the earliest opportunity.

Through training and support the safeguarding and standard have continued to monitor GP engagement in the child protection conference process, the intensive work between the safeguarding leads both in DCST and DCCG has seen an overall improvement in the submission of reports for both initial and review case conferences throughout 2016/17.

#### **Primary Care: Plans and Priorities for Safeguarding Children 2017/18:**

Primary care will continue to strengthen their safeguarding practice even further, supported by the Named, Designated and Quality leads within DCCG, those working in GP practices across Doncaster will be expected to work towards the safeguarding standards as set out by the self-assessment tool 2017/18.

### 3.6 Yorkshire Ambulance Service

The profile of safeguarding children and adults at risk continues to grow and change and is a key priority across YAS. Both policy and practice have been reviewed to ensure compliance with legislation and good practice guidance. The Safeguarding Team continues to engage and support staff within all departments including The Emergency Operations Centre, Operations, Patient Transport Service and NHS 111 to identify safeguarding priorities to ensure quality patient care.

The Safeguarding Team continues to work Trust-wide, with partner agencies, including commissioners, social care and health partners, to review and improve the quality of the safeguarding service provided by YAS staff. Ensuring YAS employees including, secondees, volunteers, students, trainees, contractors, temporary or bank workers and NHS 111, have the appropriate knowledge and skills to carry out their safeguarding children and adult duties.

Safeguarding processes and practice are being continually reviewed and strengthened; especially with regard to the quality of Safeguarding referrals to Adult and Children Social Care, the education and training of staff and the safeguarding clinical audit processes.

Within the year, safeguarding practice has been enhanced by the introduction of a safeguarding module within Datix. This ensures accurate monitoring of activity, reporting and the availability of trend analysis of current safeguarding processes and work streams.

The Safeguarding Team have contributed to Serious Case Reviews (6), Safeguarding Adult Reviews (4) and Domestic Homicide Reviews (10) across the Yorkshire region.

#### **YAS Plans and Priorities for Safeguarding Children 2017 – 18:**

Ongoing priorities are to review the current Safeguarding Children and Adult Referral Process, to ensure concerns are effectively shared with local authorities, and to review and develop the Mandatory Safeguarding Training Plan, for all YAS staff, inclusive of NHS 111, volunteers and Community First Responders (CFRs).

### **3.7 Public Health**

#### **a) Summary of key safeguarding activity undertaken during 2016 –2017:**

- All public health commissioned children's services to complete an up to date annual Safeguarding Declaration (contracted)
- Continuation of work with provider services to implement the Early Help strategy and increase proportion of staff taking lead professional role
- Inclusion of Signs of Safety approach across public health commissioned services
- Development of enhanced pathway for vulnerable families in the Health Visiting service
- Robust pathways in place between School Nursing, Project 3 and the CSE multi agency team ensure children at risk of or experiencing sexual exploitation are identified, given appropriate support and monitored
- Continuing discussions and challenge with partners to embed agreed pathway for young people presenting in A&E emergency department into specialist substance misuse services
- Work to embed Hidden Harm strategy into local practice. Ongoing work with commissioned services to identify and support children and families in need of support
- Delivery of training to wider workforce around Hidden Harm and risk taking behaviours in young people
- Representation from PH team at strategic partnership meetings; Neglect, SARC, CSE, organised crime group, SSDP, protecting most vulnerable (mental health LTP).

#### **b) The impact of the safeguarding work undertaken:**

Public health commissioners continue to work with provider services to ensure they are fulfilling their safeguarding obligations and receive assurances to this effect.

Key elements of DSCB practice are now being embedded into contracts (e.g. Early Help; Signs of Safety) of public health commissioned services for children and young people.

Public health continues to be instrumental in driving service improvement with regard to safeguarding children. The introduction of the enhanced pathway for health visiting offer opportunity to intervene at the earliest opportunity with identified families, to offer an enhanced service that ensures they are prepared for parenthood and able to parent effectively.

Public health developed training for risk taking behaviours and hidden harm delivered by provider services to ensure raised awareness of wider CYP workforce, enforcing best practice and evidence base.

**c) Challenges for safeguarding in your agency and key risks:**

Failure to commission 0-5 Health Visiting services – Health Visiting services re-commissioned in summer 2017 for new contract start date of April 2018. Failure to re-commission the health visiting services will pose significant risk to effective safeguarding

Universal services experiencing budgetary pressures – services will be required to adapt to changing financial landscape whilst ensuring statutory obligations and mandatory service requirements are fulfilled.

**Plans and priorities in safeguarding children for 2016-17**

- Development of the enhanced pathway for health Visiting services
- Continuing implementation of the Hidden harm strategy for Doncaster
- Continuing development and implementation of pathway for young people presenting in A&E emergency department into specialist substance misuse services

## **4. Police/YOS/Youth Service/Probation**

### **4.1 South Yorkshire Police**

**a) Summary of key safeguarding activity undertaken during 2016-17:**

Protecting vulnerable people is a South Yorkshire Police priority. The force Policing plan 2017 is the strategic vision for SYP with Protecting Vulnerable People (PVP) as a core function of that strategy. Protecting vulnerable people is also included in the PCC Policing Plan for 2017.

The staff in the Child Abuse Investigation Unit, which includes dedicated Child Sexual Exploitation staff are collocated with colleagues from the Children Social Care team and work closely with social care in conducting joint investigations, in which the wishes and feelings of service users are explored, often during joint visits. These wishes and feelings are discussed and taken into account when actions are devised and agreed in strategy meetings.

There is a joint CSE operational team in respect of CSE and a MASH (Multi Agency Safeguarding Hub) to support current safeguarding procedures. These close working arrangements enable greater communication between agencies and allows quick action to ensure children and young people are correctly safeguarded.



Senior officers and Police Support staff are members of the Local Safeguarding Children Board, associated sub groups, and play a major role in ensuring processes are in place to protect vulnerable children. Each member of the board holding each other to account where necessary.

Force policies are routinely reviewed and revised and the recent introduction of Authorised Police Practice Guidance has prompted the review of several PVP Policies to ensure they are in line with APP.

Young Persons Police officers work in schools, working and developing relationships with young people enabling them to establish their views and feelings regarding circumstances and decisions affecting them.

SYP collate all actions and recommendations identified through reviews conducted and monitor to ensure all recommendations are complete this includes any recommendations in relation to children.

**b) The impact of the safeguarding work undertaken:**

Safeguarding Children and PVP standards are now standardised with National guidance documents.

The force is routinely inspected by Her Majesty's Inspectorate of Constabulary, around their ability to safeguard and investigate offences against children.

Reports and recommendations coming from these inspections are robustly managed via the Senior Leadership Group ensuring improvement in the way services are delivered.

Other audits focusing on Safeguarding Children at risk are carried out by the force Audit and Governance Unit, the results of which have been highlighted on the force intranet page with briefings for staff focusing on key issues to ensure staff awareness, knowledge and understanding is improved and actions undertaken, thereby driving forward improvement.

Surveys are carried out and results used to improve services, additionally surveys carried out by partners (Paediatric SARC) are also taken into consideration when developing services.

Specialist PVP officers attend the joint investigation training for child abuse, on completion this used to evidence their competency and they are required to register nationally on the child abuse investigators register. PVP officers/staff attend the SCAIDP Specialist Child Abuse Development Programme – a course designed for induction to PVP and Safeguarding children. It is joint multi-agency training at a serious and complex level

Safeguarding awareness training is mandatory on induction for all staff that will have contact with children.

All new student officers receive an induction to Safeguarding Children during their IPLDP course. All front line staff receive input into safeguarding– this includes Call Handlers, Crime Recording Bureau and front desk staff.

Staff members can recognise the abuse/neglect of children/vulnerable adults and make referrals as appropriate and guidance on referral routes is available via the force intranet.

Daily management meetings in both PVP and the local policing units review incidents and concerns from the last 24 hrs. Incidents such as Missing children, CSE cases, other child safeguarding issues, High risk domestic abuse and priority arrests are discussed and actioned.

Threat, Risk and Harm (THRIVE) meetings – local policing unit reviews weekly activity at this meeting to ensure that the policing response has been appropriate and that we are linking in with partners to ensure best outcomes for children and manage the risk posed by suspects and offenders.

Monthly tasking meetings held in PVP and local policing units to ensure that's appropriate resources are allocated to investigations or address emerging concerns.

Work is also carried out at the Lifewise Centre which is scenario based, around issues such as road safety and stranger danger. The majority of Year 6 Primary School Children attend the 'Crucial Crew' intervention at Lifewise during the autumn school term.

All officers who work in a Child Abuse Investigative capacity attend the Joint Investigation 5 day Course. Police officers also have 2-year student training which addresses child protection and welfare issues. They have input on recognising the signs and symptoms of child abuse.

The Police training centre hosts CID PVP Master classes at intervals during the year to "top up" both staff and officer knowledge across all areas of Safeguarding.

Staff members regularly attend multi-agency meetings concerning children in line with our statutory requirements.

Co-location of police and key agencies is in place at District level through the MASH process to ensure effective multi agency working.

South Yorkshire run both intranet and internet campaigns on CSE, Modern Slavery and Domestic Abuse, these include the signs to look out for and the importance of intervening early and each has its own dedicated intranet site. This is also instilled into staff members when they undergo their public protection training.

All recommendations arising from case reviews or inspections are published on the force intranet site. The PVP Delivery Unit. Deals with all policies, practices and procedures, and ensure these are reviewed, updated and published to support staff in all areas of safeguarding.

Considerable work is being undertaken especially around Domestic Abuse and the impact this has on children to support our colleagues in Children Social Care whose responsibility it is to look at the holistic support children involved in such incidents require.

The work of SYP around Safeguarding Children, not only in dealing with those who commit crimes against our children, but also in the wider field of recognising children who require safeguarding interventions, is clearly having an impact and this can be evidenced by the increased number of notifications and referrals to other partners who are engaged in Safeguarding Children. Whilst any increase in the number of incidents being reported is a cause for concern, it can be seen as a positive that officers and staff are becoming more 'alive' to the safeguarding aspects of child protection.

We have made great steps in addressing Child Abuse and Safeguarding Vulnerable children concerns. We continue to review our activity to support continuous improvement to ensure that all Children and Young People living in the Borough of Doncaster are protected and able to lead and enjoy a childhood free from abuse and neglect and are supported in such ways that enable them to fulfil their potential in later life.

**c) Challenges for safeguarding in agency and key risks:**

Going forward the challenges to South Yorkshire Police as with other agencies is to ensure that sufficient resources are available and managed appropriately to ensure we deliver a first class service to all children and their families, work presently ongoing to support this aim is summarised below:

### **SYP Plans and Priorities in safeguarding children for 2017-18**

- The introduction of a new IT system 'CONNECT' which will be an integrated SYP system using a joined up approach for accessing and recording information across all business areas within South Yorkshire Police.
- The force is currently undertaking the SCAIDP training course for officers to improve the knowledge and working procedures in this area of policing. The SCAIDP course trains in relation to spotting professional dangerousness in line with "Every Child Matters"
- SYP are currently undertaking a comprehensive review of the PVP departments which will build on our resolve to provide the best possible service and commitment to safeguarding children. Actions from the review will be implemented in 2017/2018.

## **4.2 Youth Offending Service**

### **a) Summary of key safeguarding activity undertaken during 2016 –2017:**

Doncaster YOS as part the Targeted Youth Support Service with the Doncaster Childrens Services Trust (DCST) is predominately responsible for diverting young people on the cusp of offending, preventing re-offending for those young people who receive a conviction, reducing the use of custody.

We also ensure that young people who pose a risk of harm to the public are safely managed and the risks and vulnerabilities which are posed to young people either by their own behaviour or those of others are robustly managed to ensure that they lead healthy, happy and successful lives.

The above priorities are outlined in the Youth Justice Plan which is produced annually.

In the past 12 months the YOS has achieved considerable success against these priorities. This has included a 28% reduction in First Time Entrants, a reduction in the custodial population to Doncaster's lowest ever rate and a significant reduction in the number of children re-offending.

In fact Doncaster now has the 4th best performance in England and Wales overall in terms of reducing re-offending.

In relation to our commitment to keeping young people safe and ensuring that young people who themselves pose a risk of serious harm to the public. A Youth Justice Board Peer review in April 2017 highlighted excellent practice in the management of risks and highlighted the fact that risk was owned at every level of the organisation and that managers and leaders in the organisation have a strong grip of the individual and thematic risk issues which exist within the cohort.

In addition, the YOS is a member of the Protecting Vulnerable Young People's Panel (PYVP) and therefore ensure that issues relating to CSE and other vulnerabilities are addressed as part of a co-ordinated multi-agency forum.

### **b) The impact of the safeguarding work undertaken:**

Research indicates that young people involved in the criminal justice system consistently achieve worse outcomes than those who are not.

The work of the YOS in the past year has ensured that fewer young people enter the criminal justice system and that when they do; they have the help they need to offend less than they ever have before.

This in turn has contributed to a significant and ongoing reduction in young people receiving custodial sentences.

Consequently the Board can be assured that young people subject to intervention from the YOS are consistently achieving better outcomes than ever before, not least in the areas of education, training and employment and residing in suitable accommodation. In both areas the YOS is out performing regional and national comparator areas.

In light of concerns raised in the past year in relation to safeguarding practice in custodial institutions. The Board undertook a thematic review of all children who had received a custodial sentence and this highlighted that no Doncaster children had been placed at additional safeguarding risks by virtue of their placement. The review highlighted good case management processes in place to support those young people through their transition between custodial and community settings.

**c) Challenges for safeguarding in your agency and key risks:**

As the number of first time entrants continues to reduce the YOS's capacity to improve the re-offending further will become more of challenge. This is due to a cohort of young people demonstrating additional complexities, often supported by a formal diagnosis. The YOS has developed its therapeutic and forensic interventions to ensure that its intervention offer is sufficiently robust to meet the needs of these young people.

Key thematic areas of risk continue to be those young people involved in substance misuse, notably the NPS "Spice" and young people placing themselves at risk through their own behaviours, which result in missing episodes. Although the Trust's response, through its robust return home interview and tracking processes, continues to mitigate the risk of repeated missing episodes.

**YOS Plans and Priorities in Safeguarding Children for 2017-18**

The YOS will continue to reduce the number of first time entrants and attempt to maintain the very low re-offending and custody rates.

This will be achieved by the further development of its forensic and therapeutic intervention offers, robust risk management processes and a delivery model which is informed by the voice of the children and young people who access those services.

YOS will seek to reduce the harm posed to young people by their use of substances or their engagement in activities which are indicative of an increased risk.

### 4.3 National Probation Service (NPS)

#### a) Summary of key safeguarding activity undertaken during 2016 –2017:

The Lead Safeguarding Manager has completed the Signs of Safety training to advanced practitioner level. This learning has been cascaded to the Doncaster Management team and some practitioners

All Victim Liaison Officers and Offender Managers have attended Signs of Safety training events provided by Doncaster Safeguarding Children's Board training department.

The South Yorkshire MAPPA Strategic Management Board now have in place Information Sharing protocols with Doncaster Safeguarding Children's Board and Doncaster Safeguarding Adult's Board.

A National Probation Service (NPS) Local Safeguarding Audit was undertaken in December 2016 and a HMIP Quality Impact Assessment undertaken in March 2017.

#### b) The impact of the safeguarding work undertaken:

All adult offenders under the statutory supervision of the NPS have a full and comprehensive assessment (OASys) and robust Risk Management Plan completed within 15 days of commencement of their order/ release from custody.

Quality assurance measures in place have identified performance to be consistently above the national target.

An internal Safeguarding Audit undertaken in December 2016 confirmed that;

- Home visits were carried out appropriately and in line with NPS Policy and Practice.
- Safeguarding contacts were clear throughout offender assessments.
- Professionals meetings in relation to safeguarding were undertaken appropriately.
- Actions were clear and attributed to a named person appropriately.
- There was good liaison and collaboration with partners.
- Attendance at core groups was clearly recorded.
- Child protection reports were completed to a good standard and recorded appropriately.
- Programme attendance of the offender was appropriately linked to Child Protection.
- The progress of offenders supervised on licence was clearly recorded and outcome focussed.

Furthermore a HMIP Quality Impact Inspection March 2017 concluded that;

Overall, the assessment of effectiveness was good, with Inspectors noting that NPS had a 'good grip of complex cases'.

- Overall, the quality of work delivered by the NPS to reduce reoffending was assessed as good
- The quality of work to support service users abide by their sentence was also assessed as good.

#### c) Challenges for safeguarding in agency and key risks:

Identification of CSE perpetrators who are under statutory supervision for broader offences.

The challenge for our Service remains as last year to Identify Child Sexual Exploitation (CSE) perpetrators who are under statutory supervision for broader offences. NPS Doncaster is working towards identifying and flagging all Doncaster CSE cases. Upon identification an offender profile will be built and shared with all relevant partners.

Ensuring appropriate and SMART safeguarding objectives within Offender supervision plans where there are child safeguarding concerns.

### **NPS Plans and Priorities in Safeguarding Children for 2017-18**

All staff are to have completed the following training:

- Safeguarding and Domestic Abuse (Level 1)

All Probation Officers are to have completed the following training:

- Child Protection (Level 2)

All staff are to receive refresher briefing/training in relation to appropriate use of SMARTA safeguarding objectives within supervision and risk management plans.

The National plan is now in place for Children's Safeguarding to ensure consistency.

All safeguarding processes have been mapped on EQuIP – (the NPS national process mapping tool).

The introduction of a new quality assurance tool.

## **4.4 South Yorkshire Community Rehabilitation Company (CRC)**

a) Summary of key safeguarding activity undertaken during 2016 –2017:

- Challenge panel participation SYCRC  
Multi-agency challenge looking a policy/ procedure and culture in terms of safeguarding children.
- Safeguarding audit requirement completed DSCB  
Completed the annual safeguarding review against set criteria to measure progress against strategic aims.
- Attendance at DSCB meetings SYCRC strategic lead  
Attendance at the board contributing to the county safeguarding plan.
- Internal safeguarding checks/ audits completed as part of the quality cycle at SYCRC  
Part of the SYCRC composite action plan – including safeguarding internal audits to measure practitioner understanding of safeguarding policy and procedure and check compliance.
- HMIP inspection  
Overall a positive report received – recommendations include strengthening strategic leads with mental health and drug and alcohol services. To ensure that SYCRC premises are compliant with the Disabilities Act and to ensure that out of hours provision is available for service users.
- Safeguarding internal training  
Staff complete this as part of our internal training package.
- Serious further offence (SFO) investigations undertaken  
SYCRC responded to each SFO with a full internal investigation and made a number of recommendations relevant to each case.
- SFO action plan implemented  
Quarterly action plan submitted and all actions are ongoing.
- MARAC attendance

Team manager attendance at MARACs as required on a county basis.

**b) The impact of the safeguarding work undertaken:**

- Positive HMIP inspection report
- Safeguarding training embedded
- Increase in practitioner home visits
- Domestic abuse checks completed regularly and reviewed

**c) Challenges for safeguarding in your agency and key risks:**

- Implementation of the SYCRC TOM and IT solution
- Interface with the National Probation Service
- Ongoing audit commitments and business as usual

**SYCRC Plans and Priorities in Safeguarding Children for 2017-18**

- Whole system review of safeguarding procedure and policy
- Attendance at all local safeguarding boards
- Increase home visits
- Review all risk flags following introduction of new IT system
- Review strategic leads for safeguarding/ domestic abuse

## **5.0 DMBC, Schools and Doncaster College**

In March 2016 a new Education Advisory Group was convened, drawing membership from across the education sector. This group provides a strategic lead within Education on all safeguarding matters. Education reported a 100% S175 return for the period 2015-2016. All S175 reports were analysed and a full report produced for DMBC Senior Leadership Team.

The current return rate in 2016/17 is 75% with additional challenge meetings arranged for September

The S175 audits reported a year on year increase in prejudice based bullying. As a result, a part time post has been developed to strengthen safeguarding and promote anti-bullying practice across all educational provision.

The S175 audits highlighted the need to ensure better access to Level 3 training, develop a pool of trainers to support whole school training, develop more safeguarding networks and develop more e-safety training opportunities.

Training on e-safety, eating disorders, LGB and Trans support and PREVENT have been priority areas this year with course and conferences attended by schools and academies. The Early Help training offer and the suite of courses offered by DSCB continue to be promoted and supported. All attendees indicate that training will improve practice. Detailed feedback is available from the Professional Learning team.

## 5.1 Schools: Standards and Effectiveness

### a) Key safeguarding activity undertaken / improvements made during 2016-17:

The LA and Partners in Learning have worked together to develop Safeguarding Health Checks with the expectation that all schools/academies will undertake an external review of safeguarding in the next year.

The summer term STEP visit included a section on a review of safeguarding procedures including checking compliance on Single Central Record and safer recruitment practices.

A newly reformed governor's initiative group and new governor forum structure is in place. The Governor Initiative Group will pilot a new safeguarding self-assessment tool from September 2017.

During the period June 2016 – 2017, 94% of schools/academies were judged effective for safeguarding.

The Education Strategy now sets a 100% target for all schools and academies in Doncaster to be judged effective for safeguarding as the effectiveness of safeguarding is a limiting judgement under the OFSTED framework.

The School of Concern process has been revised and strengthened. These meetings are school based with specific prompts around safeguarding. These meetings now include representatives from wider services.

A weekly education newsletter to schools/academies provides regular updates around safeguarding issues.

A new part time safeguarding officer post has been developed to support anti-bullying initiatives and the LA Education Equality Index Charter Mark.

### **Safeguarding Training**

The LA professional learning programme continues to offer a range of opportunities for staff development.

Safeguarding training is provided to schools and other education staff by the LA Safeguarding Manager. This also includes bespoke training for new Head teachers, NQTs/ITT students, governors and DMBC Traded Service Managers. The LA Safeguarding Manager is a DSCB training pool member and will continue to develop Level 3 training. The LA continues to provide a model safeguarding policy and training pack for schools. This is updated regularly in line with legislation. Over 2000 education employees have now received WRAP3 training and the Training the Trainer team continues to grow. The PREVENT training the trainer course continues to be delivered in partnership with South Yorkshire Police. Safer recruitment remains a focus. In partnership with the LADO, HR and LA Safeguarding Manager four more training dates have been secured. Head teacher induction is supported via Partners in Learning and a new Governing Body training programme is in place. Buy Doncaster will include a new offer for wider safeguarding training.

The LA safeguarding manager and schools/academies attend a number of DSCB multi agency audits. The case file review group highlights any practice errors. When lessons learnt actions are linked to education; there is clear evidence of governors having accountability to ensure that recommendations are implemented.



## **On-Line Protection**

The on-line protection officer, based in LO: CYPS provides training and network meetings. Further email communication focusses on all aspects of safeguarding including staying safe on line. It is age and audience appropriate, CEOP endorsed and enables all staff working in schools to provide relevant information to children and young people.

During the period January 2016 to January 2017

682 members of staff have attended online protection training as part of their annual safeguarding training.

Tailored lesson plans have been delivered to 2148 children and young people

545 parents have attended online protection workshops.

Evaluations indicate that all workshops have shown impact.

### **b) The Impact of the Safeguarding Work Undertaken:**

Doncaster is now ranked by Stonewall 11 out of 39 LAs in our role in supporting LGBTQ young people. This is a jump of 2 places from 2016.

#### Designated Safeguarding Lead Network Meetings.

Attendance at termly meetings continues to grow and evaluations have been consistently positive. Over 450 staff attend termly meetings. The full S175 report in June 2017 identifies all training accessed by all schools and academies across Doncaster. A three year trend analysis shows year on year improvement. Staff trained as PREVENT trainers continues to grow, and this has extended to other educational providers.

#### Strengthening partnerships with DCST Area Managers.

Designated safeguarding leads now meet social care staff regularly. These meetings support schools and academies and improve communication between schools and the trust. The NSPCC Buddy programme, Diana Awards and Doncaster Children and Young Peoples Charter Mark continues to be promoted. This year, PANTS and the RDASH SafeTouch programme has featured within designated safeguarding lead network meetings.

#### Any specific issues for safeguarding in Schools and Academies:

Ofsted Inspections, STEP visits and local PiL audits are identifying concerns with single central records and personnel files. Follow up visits will be made to any schools with identified safeguarding concerns. There has been an increase in PREVENT referrals and a noted increase in prejudice based bullying requiring additional support from the LA.

#### Assurances provided regarding safeguarding within schools and academies

- S175 full report approved June 2017 (This included 3 year analysis) presented to the EAG group/DSCB.
- S11 Dip sampling of all schools and academies - extending on the S175 (DSCB Challenge meeting evidence) this includes school responses to DSCB Challenge meeting questions and also wider safeguarding questions. 24 schools/academies provided detailed responses indicating that key safeguarding activity is being undertaken and DSCB priorities are being acted upon.
- DSCB Challenge Meeting Evidence and Presentation (June 2017)
- All CYP Managers received a copy of the combined DSCB Annual Report and Key LA performance indicators (June 2017). Managers responses have been collated and the findings shared at the DSCB Challenge Meeting (July 2017)
- EAG LA Safeguarding Managers Impact Report (June 2017)

- Ofsted Findings, early years report outstanding practice across all settings
- Schools Inspected June 2017-June 2018 record 94% effective judgement for safeguarding.
- Revised policies and training across all areas
- Stonewall Education Equality Index 2016/17 submission.
- DSCB sub group actions achieved.
- STEP reports
- PiL safeguarding health check reports
- Governor Initiative Group Safeguarding Self-Assessment audit (in development).

c) Challenges for Safeguarding in agency and key risks:

Ofsted

A new monitoring system is in place to track all Ofsted related school/academy/education based complaints. The LA Safeguarding Manager reported 16 Ofsted parental complaints/notifications received during the period January 2017 to June 2017 linked to primary, secondary and Doncaster College provision. The main reasons cited include, teacher conduct and bullying by students. Advice, guidance and challenge have been offered, ensuring any recommendations have been implemented. The complexity of the issues identified is increasing with some complaints needing over 10 hour's officer time. This is difficult for the service to manage, as the average number of complaints received per week is unpredictable.

**Plans and Priorities in Safeguarding Children for 2017-18:**

Doncaster LA aims to become a top 10 LA next year in the Stonewall Education Equality Index. This will continue to be a priority and the voice of young people will be central to developing support for LGBTQ young people. Doncaster LA contributed towards the development of a Trans toolkit for schools/academies and has established strong links to the Child On-line Exploitation Protection Education Team.

By 2018 – All Doncaster schools/academies to be judged effective for safeguarding without exception.

## 5.2 Doncaster College

a) Summary of key safeguarding activity undertaken during 2016 – 2017:

Doncaster College has robust safeguarding with clear pathways and guidance for staff and students; ensuring timely responses to referrals. The College is student centred with a culture and ethos ensuring effective and consistent approach to safeguarding issues.

The College has partnerships with the Doncaster Safeguarding Adults Board, DSCB Sharing and Engagement, Educational Sub Group and a member on the Sexual Health partnership and Neglect Task groups, Domestic Abuse group (capacity permitting).

There are also key partnerships with South Yorkshire Police, Doncaster Police; Safer Stronger Doncaster Partnership, CAMHS and Adult Psychological Services emergency crisis teams along with 18+ Children in Care Team. The College operates a welfare register which captures its students who present as most vulnerable including Section 47's.

Doncaster College prides itself on the links with priorities of Doncaster Safeguarding Adults Board strategic plan. This is delivered through educating students about risk taking behaviours within the

cross College tutorial programme targeting; safe relationships, health and wellbeing, CSE, prevention, drugs and alcohol. The aim is preventive to help young people learn how to be safe and stay safe.

To date in 2017, 186 safeguarding concerns were raised. There was a 9% increase on last year's referrals to the Safeguarding Team. This was due to focused referral mechanisms in line with DSCB's Threshold's Guidance and embedded partnership work with supporting agencies.

There is a zero tolerance to bullying and issues are dealt with immediately and appropriately whilst also encouraging students to report incidents, emphasising tolerance and good treatment of others. Positive behaviour is expected with a learning and behaviour policy to encourage students to take responsibility for their actions.

Doncaster College core values are part of the strategy plan and management guidance and are included in all staff descriptions.

The College understands its duties and responsibilities under the Counter Terrorism Act (2015), which 'places a specific duty on specified authorities including Further and Higher Education to have due regard to the need to prevent people being drawn into terrorism' in line with this the College has embedded staff training and is 95.5% compliant (June 2017).

The College works in line with local and national legislation and Safeguarding Boards procedure. Within this context the College has completed the following to ensure the health safety and welfare of all its students and staff:

- Education Standards and Effectiveness Service Annual Safeguarding Report 2015 - 2016 September 2015 – July 2016 (March 2017)
- Q3 Performance Summary for the Doncaster Safeguarding Adults Board ((Collated Quarterly – last requested September 2016)
- Quarterly Gap Analysis for College Training for the Doncaster Safeguarding Children Board (Collated Quarterly – last submitted 9th June 2017)
- Joint DSCB/DSAB Safeguarding Self-Assessment (May 2017).

**b) The impact of the safeguarding work undertaken:**

The College's Ofsted Inspection 2016 noted that:

- 'Safeguarding is highly effective, steered by a clear policy that includes the promotion of tolerance, democracy and respect. The college provides an inclusive, welcoming and respectful environment. Students feel safe and know how to keep themselves safe online.'
- 'Leaders, managers and staff promote an inclusive approach to education that includes developing students' understanding of the Prevent duty and British values.'
- 'Students and apprentices feel safe. They know how to seek help or raise concerns about incidents of bullying or unfair treatment and have confidence that managers and staff will respond quickly and effectively to resolve any concerns raised.'

The College has a robust staff development programme for safeguarding and Prevent Duty ensuring staff are appropriately trained to understand and carry out their duties in line with local and national safeguarding guidance and legislative requirements. The College is currently 92.25% compliant for its 3 year Essential Skills Training (June 2017).

Doncaster College's Induction Survey 2016/17 highlighted 97% of respondents agreed/strongly agreed that the College is a safe place to learn.

**c) Challenges for safeguarding in your agency and key risks:**

The challenges for next academic year will be linked to the cross over from a paper based referral system to an electronic system (CPOMS). The risk will be related to ensuring package fit needs of the College.

Doncaster College is on a merger journey with North Lindsey College, Scunthorpe. It is important that there is parity of working and cross referencing of good practice to ensure safeguarding services at both Doncaster and North Lindsey are robust and of equal quality and effectiveness.

Doncaster College is a place where students and staff should be safe and secure. It is imperative to keep the messages of vigilance to keep all staff and students safe to support safety within the College community.

#### **Doncaster College Plans and Priorities in Safeguarding Children for 2017-18**

- To embed safeguarding through online tutorial My SOLE using national noted dates and events as well as key themes in line with legislation.
- To facilitate staff training in the delivery of British values
- To ensure curriculum observation process takes account of British values and its delivery cross College.
- To undertake a cross College Prevent audit review.
- To streamline the SC1 tracker to enable more specific detail of cases taken.
- To research online safeguarding tracking software.
- Two appointed safeguarding officers to undertake Mental Capacity Training to further enhance knowledge levels within DSO team.
- To undertake a review of Multi- Purpose Safeguarding Checklist, including Prevent Agenda

## 6.0 Other Partners (St Leger Homes, SYFR, Lay Members, Safe@Last)

The DSCB engages well with all partners including those whose safeguarding children is not its main function. St Leger Homes and SY Fire Service have engaged well with the Board, attending LSCB meetings and providing assurances to the DSCB that their safeguarding responsibility is fully met. Opportunities for joint working with Doncaster safeguarding Adults Board will ensure that shared agenda's will be moved forward effectively in line with the Children and Social Work Act. Consideration over the next year will be given to how we ensure partners, including lay members, who are no longer on the Board will continue to keep close links to ensure safeguarding children remains a high priority.

- Implement the Children and Social Work Act
- Develop a stakeholder group to ensure safeguarding children remains a high priority
- Develop opportunities for joint working

### 6.1 St Leger Homes

#### a) Key safeguarding activity undertaken during 2016 –2017:

- As a member of the Doncaster Safeguarding Board (DSCB), St Leger Homes of Doncaster (SLHD) have contributed to the delivery of the Boards core functions, strategic priorities and work streams identified during 2016/17.
- SLHD is also a member of the sub groups established by the Board to complete work streams. During 2016/17 we have contributed to the strategic and operational development and delivery of the Early Help/MASH Hub, Child Sexual Exploitation, Multi-Agency training, Growing Futures and Faith and Culture engagement.
- As well as being a member of the DSCB and sub groups, SLHD sits on various task and finish groups and panels established, as and when required to manage and complete specific pieces of work; e.g. Child Sexual Exploitation Strategy, Resolving Professional Differences Protocol, Voice of the Child, Neglect Strategy and Toolkit, Children and Young People's Plan (2017-20), Children Missing Operational Group, Serious Case Reviews, Domestic Homicide Reviews and the support and delivery of local and national initiative's that promote safeguarding awareness.
- Internal Business
- SLHD has a Safeguarding Children and Adults procedure that includes a single point of contact for all staff to report concerns they may come across whilst carry out their day to day duties. The importance of good record keeping, together with monitoring all concerns of suspected or known abuse, their management and resolution is embedded in the procedure and reporting system.
- Safeguarding concerns are monitored centrally and area based managers complete monthly compliance checks. During 2016/17 we worked collaboratively in delivering support services to 61 children and families either directly with a partner or through the Children's Trust. Housing Officers attend Core Groups, Team Around the Child and Child Protection meetings on invite and attend area based Case Investigation Meetings (CIM) weekly to discuss and identify early help for children, young people and families in need.
- During 2016/17 we completed the Safeguarding Children & Adults Board audit assessment to ensure that our internal arrangements and processes reflect WTSC 2015 Guidance and the Children Act 2004 (Sec 11) requirements. In addition we also completed an Internal Business Assurance Review of the way we deliver safeguarding services. All challenges and recommendations were received positively, noted and action taken.

- Our annual safeguarding report was presented to SLHD Board in July 2016.
- We have created a young person's engagement board to develop and deliver the commitments for young people identified during 2015/16. The board looks at how we engage with young people and how we can encourage engagement from other young people across the borough. The commitments that the board have developed are available on SLHD's website.
- The Schools Partnership Programme, which is facilitated and co-ordinated by SLHD, continues to develop. The programme is delivered in a workshop setting to young people in sixth form academies across Doncaster and aims to empower and support young people. The workshops are delivered by partner organisations and cover various topics such as, health & well-being, healthy relationships, living in the wider world and domestic violence. Currently there are 30 organisations involved with 10 academies signed up to the programme.
- The Joint Protocol between Doncaster Children's Trust & St Leger Homes for Young People Aged 16-17 years at risk of homelessness has been agreed and implemented.

**b) The Impact of the Safeguarding work undertaken:**

- The Early Help offer in Doncaster. St Leger Homes has been and continues to be fully involved in the Early Help Strategy. Our safeguarding lead continues to be a member of the Early Help Implementation Group. SLHD have contributed to the delivery of the review and re-launch of the local guidance on thresholds to support the Early Help Strategy and pathway and trailed the secondment of a SLHD officer into the Early Help/MASH Hub.
- The Schools Partnership Trust 2015-16 project has been extremely successful in supporting 6th form students in 10 academies; Balby Carr Academy, Sir Thomas Wharton, Don Valley, Mexborough, Campsmount, McCauley, De Warenne, Serlby Park, Rossington All Saints and Ash Hill. This is being developed further and rolled out to other academies during 2017-18.
- We have received national accreditation from the Tenants Participation Advisory Service (TPAS) and Customer Excellence which included our safeguarding arrangements.
- We have seen an increase in concerns being raised by our property services staff.
- During 2016/17 SLH delivered its action plan from previous S11 audits/annual declarations successfully with no specific issues identified.
- Any specific issues for safeguarding in your agency
- Issues have arisen regarding insufficient notice for invitations to initial case conferences and core groups which have a negative impact on the working day and further work planning. Discussions have taken place with DSCT to resolve these issues.
- Assurances provided regarding safeguarding in your agency
- Challenge meetings arranged on behalf of the Board were completed during 2016-17 on Safeguarding Services.
- SLHD Annual Safeguarding Report detailing performance data; number of safeguarding cases, referrals for appropriate support and training presented to SLHD Board.
- Individual management reports completed as required.
- There is a regularly reviewed annual delivery plan and service delivery plans which reference safeguarding and is linked to relevant work streams.
- Safeguarding is included in St Leger Homes annual audit.
- We continue to deliver the rolling programme of safeguarding training and refresh training for both our own staff and partners through the Workforce Sub Group and partnership training pool.

**c) Challenges made to other partners, challenges received and how these were addressed**

None to report

**d) Plans and Priorities in Safeguarding Children for 2017-18:**

- Continue to build on our collaborative approach to safeguarding children and young people and continue to be a key partner in delivering the vision for Doncaster.
- To remain visible and influential through effective engagement with other multi-agency partnerships, partner agencies, frontline practitioners, children, young people and families.
- Maintain our commitment to improved quality of safeguarding and support for children, young people and families through partnership and influence.
- Ensure that early intervention and support remains a priority to prevent the escalation of problems and issues children and young people face.
- Improving and strengthening our safeguarding service through training, communication and awareness so that our most vulnerable and hard to reach communities can engage in support activities that will help them develop and thereby improve all outcomes for them.
- To reduce the likelihood of children and young people being sexually exploited by supporting and working in partnership with lead agencies – SYP & Children Services – Child Sexual Exploitation and Missing Children Team and Sub Group.
- Continue to work on the delivery of the Early Help Offer
- Build on our partnership work with Children Services and the Children’s Trust to align objectives and resources to achieve outcomes for young people and families.
- Continue to facilitate the Schools Partnership Programme – PSCE sessions to be delivered to more academies in the coming year; these sessions cover the health and well-being, living in the wider world of 6th form students.
- Facilitate Creative Education sessions for young people aged 16-25 to develop their maths and English skills, as well as learning basic skills to get them tenancy ready. These workshops will be based at the Young People’s Service with the 18+ services, Youth Offending Service and Doncaster Foyer.
- Work is to be completed in conjunction with other young person’s boards across the borough, including Children in Care Council, NCS Youth Board and the Youth Council.
- Continue to deliver our rolling programme of Safeguarding training, both in-house and as part of the partnership training pool.

## 6.2 South Yorkshire Fire & Rescue Service

- a) Summary of key safeguarding activity undertaken during 2016 –2017:

### GOVERNANCE

In the last 12 months South Yorkshire Fire & Rescue have introduced an internal Safeguarding Executive Board and Reference Subgroup. The purpose of these new arrangements, are to strengthen governance, through scrutiny and challenge across departments and to learn and improve in areas relating to multiagency working and information sharing.

- b) The impact of the safeguarding work undertaken:

### CASE MANAGEMENT & POLICY

Safeguarding Concerns are triaged by the designated Safeguarding Advisor and out of hours by the Group Managers and data relating to this is published in the Prevention & Protection Quarterly report. The cases are predominantly related to neglect, often in association with fire risks and concerns about health and wellbeing. The High Risk Coordinators (2) manage the high fire risk cases locally. Policies, relating to Safeguarding, are updated annually (together with an Equality Analysis is) for child protection a Strengths Based Approach “Signs of Safety” is included in training.

### SAFEGUARDING BOARDS

South Yorkshire Fire & Rescue continues to be represented (although this is also a challenge) at both Local Authority Safeguarding Children and Safeguarding Adult Boards across the county (and SYP

County Wide Safeguarding Board) and has contributed to a number of initiatives in policy development relating to self-neglect and hoarding.

c) Challenges for safeguarding in your agency and key risks:

#### COLLABORATIVE WORKING

Collaborative working policies and practice e.g. (SYP/YAS) – managing pathways for multiagency working, reporting and respective training for role.

### **South Yorkshire Fire and Rescue Plans and Priorities in Safeguarding Children for 2017-18**

#### INTERNAL AUDIT & PEER REVIEW:

To seek external scrutiny/audit/review of SYFR governance arrangements

#### REPORTING CONCERNS & TRAINING

Development of a new SYFR Safeguarding Concern Form

Development of an SYFR Learn Pro Module (on line learning) to support the use of the new form (together with an assessment)

#### KNOWLEDGE & SKILLS IN SUPERVISION

To develop Knowledge & Skills to provide effective supervision and support for complex case work e.g. Safeguarding, High Risk Coordination and HOPE casework

## **6.3 Safe@Last**

a) Summary of key safeguarding activity undertaken during 2016 –2017:

SAFE@LAST have worked with 3 young people in Doncaster who are risk through running away or going missing from home.

SAFE@LAST have worked with 3 families in Doncaster who are affected by their young persons running away or going missing.

Staff from SAFE@LAST have attended the following meetings: DSCB CSE/missing sub group. PVYP Group.

b) The impact of the safeguarding work undertaken:

The aim is to reduce and stop the young person running away or going missing.

The aim of the education and prevention work is to ensure that children and young people understand the dangers of running away and going missing, CSE, drugs and alcohol, domestic violence and illegal highs.

c) Challenges for safeguarding in your agency and key risks:

Key risk – reduced funding restricted even further services on offer.



Key risk – being invited to CP, CIN, Core and Strategy meetings. Sometimes we are overlooked and it can be difficult to get invitations to meetings.

**Plans and priorities in safeguarding children for 2017-18**

- To continue to deliver services to children, young people and families who are at risk through running away or going missing.
  - To increase the Education and Prevention work in Doncaster in secondary schools and academies.

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# DSCB Annual Report

## 2016-17

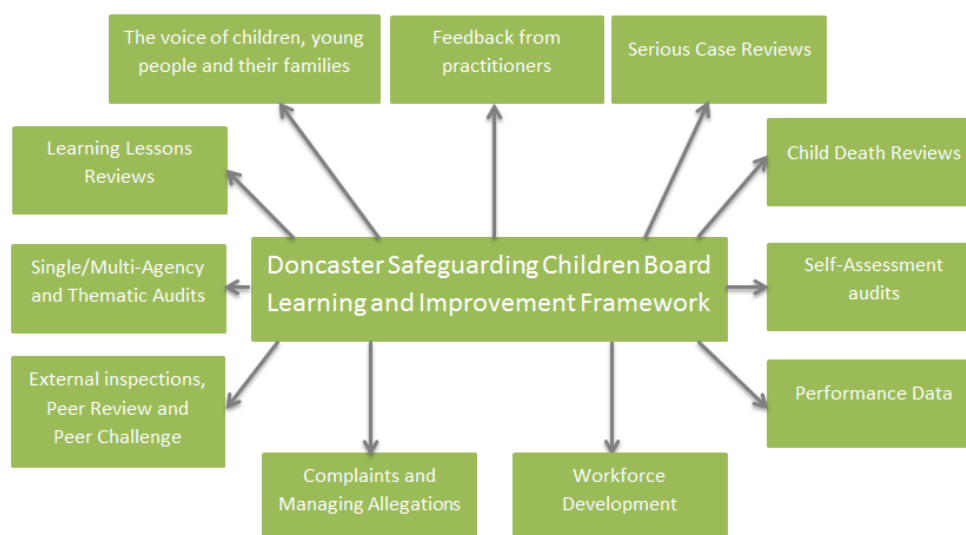
## Annex 2

### Learning and Improvement



## 1. Annex 2 - Learning and Improvement

A key function of the LSCB is to promote learning and improvement across the partnership. DSCB has established a learning and improvement framework that is intended to disseminate learning from a range of sources to improve practice. The Learning Improvement framework was agreed by the Board in 2015 April. The key elements are laid out in the diagram below:



The Business Coordination Group has responsibility for the implementation of the Learning and Improvement Framework, supported by the DSCB sub-groups, in particular the Case Review Group, and the Quality and Performance Group.

### 1.1 Performance Data

A recommendation from Ofsted's Single Inspection in 2015 was to "Ensure that high quality performance data is available and robust analysis occurs to enable the Board to have a good understanding of child protection and safeguarding activities across Doncaster" (Ofsted, 2015, P40).

Following the Ofsted Inspection, there was significant development of the DSCB Performance report throughout 2015/2016 with a full range of relevant safeguarding performance data and other information from partner agencies available from Q1 2016/2017. The new report includes an extensive range of performance indicators from all agencies involved in the safeguarding and assessment of children. This has allowed for a wide and far reaching understanding of the effectiveness of safeguarding activities and multi-agency working in Doncaster. Further development of the data and performance framework is, however, required to improve analysis and evaluation of the impact and outcomes for children and young people. A review of the data set is planned for 2017/18 with a focus on enhancing agency analysis on the impact of safeguarding activity and reducing the duplication of data reporting through an alignment with other performance reporting cycles. Revisions to the overarching DSCB Performance Framework will be made accordingly.

The key issues identified during 2016/17 and reported to DSCB Board members are detailed below;

- Q1 identified that the number of children subject to a child protection plan for the category of neglect was showing an increasing trend. The development of the Neglect Strategy and implementation was seen during the year and multi-agency training was provided on tools to identify neglect at an early stage. The DSCB has planned a re-audit of neglect for October 2017 to monitor progress.
- Q1 data showed an increase in the number of contacts made to DCST but with a reduction in the number of contacts becoming a referral. This raised a question around the application of thresholds by professionals. Data provided in Q2 further compounded the view that thresholds were not properly understood with an increasing number of Children and Family Assessments resulting in no further action being required. An increase in the pressure on the volume of work within DCST locality teams was seen as a result. Thresholds became a focus and the DSCB undertook a multi-agency audit to better understand the application of thresholds. (see section on multi-agency audits for more details, section 1.2). The DSCB also provided 22 training sessions to increase understanding amongst professionals. Q4 began to see a decrease in the disparity between the number of contacts and the referrals along with an increase in the number of open cases to Early Help.
- Q1 saw a significant increase in the number of closed cases where all needs had been met and the action plan completed. However, in Q1 only 32% of open cases had a family plan evidenced on the Early Help Assessment. A single agency audit was undertaken by DMBC and a plan for improvement identified and implemented.
- Q3 identified that the number of children presenting at A&E and those being admitted to an acute ward for substance misuse and alcohol related issues was substantially higher than the number of referrals made to Project 3 (service provider for substance misuse support) This raised an issue about the help being sought for young people by both hospital staff and agencies in general. A substance misuse challenge meeting was held in response. Agencies were invited to consider the referral pathway to Project 3 and how this could be better embedded into individual agency process to increase the number of referrals. Agencies identified that increased awareness of the need for a referral amongst staff was required. Changes to internal agency referral paperwork were also identified as being required to simplify the referral process for staff. Discussion with key agencies that were not present at the meeting has been followed up separately. Progress is monitored through the Quality and Performance Sub Group. A challenge is currently in process to improve the help provided to young people.

**Areas for development:**

- Review the performance reporting process and performance framework
- Monitor existing identified issues through performance reporting and re-audit

## 1.2 Audit Activity

A recommendation from Ofsted's Single Inspection in 2015 was to "Ensure there is a programme of audits, and re-audits; to identify the strengths in multi-agency practice and where weaknesses are identified these are addressed promptly" (Ofsted, 2015, P0).

The Quality and Performance Sub Group (formerly the Learning and Improvement Sub-Group) identified a timetable for four multi-agency audits to be completed throughout 2016/2017. An

additional two multi-agency audits were completed in response to requests from partners. Each audit has its own action plan. Updates are provided to the Quality and Performance Sub Group. Lessons learnt from audits are communicated in line with DSCB Communication Strategy. The following audits were completed during this period:

#### An audit of children in secure accommodation and custody

The purpose of the audit was to provide DSCB with assurance that Doncaster children who are detained either in custody or secure accommodation are safe and that children/young people are only detained when absolutely necessary and for the absolute minimum amount of time. The audit highlighted areas of improvement in terms of both more effective exit planning upon discharge and the availability of specialist CAMHs resources in custodial settings. It also provided assurance that young people are only detained when absolutely necessary. It provided further evidence of the already known concerns regarding the shortage of PACE beds, both locally and nationally. An action plan is being implemented to address the issues. The demand for PACE beds is, however, currently being reviewed in the light of recent changes to the Bail Act where it is anticipated that there will be less need for the service. Regular update reports to the Quality and Performance Sub Group are provided. Updates are provided to the Quality and Performance Sub Group.

#### Mental health of children and young people

This audit was undertaken after information within the performance report identified an increase in the number of children and young people who had been admitted to acute wards via A&E due to attempted suicide. In addition the data highlighted an increasing number of children and young people being admitted to acute wards via A&E due to deliberate self-harm. Issues in relation to the timeliness and completion of assessments by CAMHs, a lack of joint working and a high number of appointments not attended at CAMHs were identified. This resulted in a change being made to the Health and Wellbeing Plan to include the development of a self-harm pathway and updates on the progress of the plan continue to be provided. A challenge was also made to CAMHs regarding the timeliness of LAC assessments. An Assurance Report was provided to the Quality and Performance sub-group that increased staffing levels have improved this practice. The trend for the number of children admitted to acute wards via A&E or mental health services due to attempted suicide has shown a downward trend throughout 2016/17.

#### LGA Peer Review audit

This audit was undertaken to support the DCST Peer review where the DSCB undertook an additional multi-agency audit of children known to DCST. Evidence was seen of improvements in the quality of multi-agency safeguarding practice. Specific issues that were identified were the attendance of some agencies at Child Protection Conferences, understanding of the CIN process, supervision of staff and information sharing. A multi-agency action plan was developed and progressed through the Quality and Performance Sub Group. Ongoing audit by DCST has shown improvement throughout the year. For Children In Need, the percentage of Good and Outstanding cases have improved to over 35% in Q4 16/17 from 18% in Q1 16/17. The percentage of Good and Outstanding child protection cases have improved to 26% in Q1 to 59% in Q4 16/17.

#### Multi Agency Child Sexual Exploitation Re-audit

An audit of multi-agency practice in relation to CSE was first undertaken in 2015. A number of practice issues were identified and an audit action plan was devised. This was progressed through the Quality and Performance Sub Group. This re-audit was undertaken to review the progress made. The audit identified 10 areas where practice had improved; in particular the audit demonstrated that practitioners knew the signs and risk indicators of child sexual

exploitation and this was articulated in referrals, assessments, case file recording and supervision within all agencies involved. The response demonstrated by agencies was appropriate, timely and children had been kept safe. Tenacious practice was evidenced to disrupt activity of perpetrators.

#### Multi Agency re-audit of Thresholds and the Effectiveness of Early Help

This thematic audit focussed on a re-audit of Thresholds and the Effectiveness of Early Help Services and was first undertaken in June 2015. The purpose of the audit was to assure DSCB that thresholds are clearly understood across the partnerships and that Early Help services were effectively responding to the needs of children and families. The audit of thresholds and the DCST front-door raised a number of queries about the quality of assessments and the early help pathway. As a result DCST commissioned an independent review of the DCST front door.

#### Domestic Abuse

The Ofsted Single Inspection in November 2015 highlighted that whilst Multi-Agency Risk Assessments Conferences (MARAC) are well attended re-referral rate for MARAC cases was 40%, which was over twice the regional average. The purpose of this audit was to assure DSCB that agencies in Doncaster were delivering effective preventative and safeguarding services for children and families who are experiencing domestic abuse. The audit identified a number of strengths in practice but also identified areas to develop around domestic abuse awareness, the review of 'lower risk' cases and the implementation of dynamic risk assessments. An action plan has been devised and will be progressed through the Safer Stronger Doncaster Partnership. The Growing Futures Project has been developed by DCST to break the cycle of domestic abuse within families and a reduction in the number of repeat cases to MARAC has been seen throughout 2016/2017.

There has been a focus on developing the audit methodology and improving the quantity and quality of multi-agency audits. Further improvements have been identified: for each audit there will be a designated 'expert' in the audit theme who can inform the scope, audit tool and action plan; the audit process itself will be streamlined to ensure that learning is disseminated in a timely way. These changes are being implemented for the Board's audit programme in 2017-18

#### **Areas for development:**

- Utilise the knowledge of an 'expert' in the audit theme to inform process and actions Strategy.
- Streamline the audit process and Improve the timeliness of the dissemination of learning from audits

### **1.3 Learning from Serious Case Reviews and Learning Lessons Reviews**

The DSCB Case Review Group has responsibility for reviewing cases which may provide learning for the partnership, and developing appropriate actions as result. If a case appears to meet the criteria for a serious case review (as defined in Working Together 2015), then a separate panel of Board representatives is convened to make recommendations to the

Independent Chair, to inform his decision on whether a serious case review should be undertaken.

The last serious case review that the Board undertook was in 2014-15 in relation to a child known as Child A, who died after being shaken. Due to the length of the criminal proceedings this report could not be published until October 2016. Nevertheless the DSCB had already developed and implemented an action plan to improve practice. All these actions are now complete with the exception of one which required an audit to be undertaken to evaluate the extent to which required changes in practice are now evident in casework. This relates to whether information from GPs is being shared effectively in early help and child in need cases.

The DSCB has participated in two external serious case reviews relating to children who had previously resided in Doncaster. These reviews are also now complete and awaiting publication of the reports. It is understood that one of these reports will not be published in order to preserve the privacy of the young person. The DSCB again has developed its own action plans which have been implemented apart from those requiring audit to evidence the changes have been put into practice. One of these reviews involved a serious sexual assault on a young person; the other involved a baby being seriously injured due to being shaken whilst resident in the other local authority area. The key lessons from the reviews were in relation to transferring information between Local Authorities and Schools, the role of females in sexual abuse and the importance of listening to the voice of the child. New guidance has been shared regarding best practice in sexual abuse and assurances have been received from partners about how they ensure the voice of the child is heard.

The Case Review Group has sought to find a way to access learning more quickly enabling it to consider a larger number of cases. This enables it to consider the learning from cases which do not meet the criteria for a *serious case review*, but where there is still learning from how partners have worked together. It was agreed that a more proportionate response was to use the multi-agency guidance for Child Practice Reviews developed in Wales. This is a formal process that allows practitioners to reflect on cases in an informed and supportive way. Documenting the history of the child and family is not the primary purpose of the review. Instead it focusses on how agencies worked together and on how practice can be improved. The DSCB commissioned training on the use of the methodology which was well-received and led to a greater understanding of how the approach is applied in practice.

The Case Review Group has commenced four such reviews relating to 7 children. A further review is planned relating to a further two children. Three of the reviews are still ongoing, the fourth is complete and an action plan is being implemented. The presenting problems included:

- Assault of a young person by another young person
- Self-harm and attempting to take their own life
- Persistently going missing and the use of secure accommodation

The learning identified from the completed learning lessons reviews and case reviews included:

- Practitioners recognising and working with disguised compliance
- The need for a more robust approach to neglect
- Improved understanding of thresholds
- Improved understanding of early help and the lead practitioners role
- The need for professional curiosity
- The importance of professionals attendance at case conference
- The need for a discharge planning protocol



- Information sharing, particularly with GPs at a CIN or early help level

### **Impact**

As a result of the reviews training has been updated to include information on disguised compliance and professional curiosity. A neglect strategy has been developed with supporting tools and training on the use of the tool has been provided. An audit will take place in the autumn to ensure this has become embedded in practice.

A suite of training has been provided on early help, thresholds and the role of the lead practitioner. The recent audit undertaken by DSCB showed that thresholds are now generally understood and are embedded. There continues to be a need to broaden the take-up of the lead practitioner role by professionals in some agencies, and to improve the effectiveness in the way the role is carried out (see Section on Early Help ).

A pathway has been developed to ensure that GP information is shared appropriately, however an audit has identified that this is not yet embedded and therefore more work is required to ensure professionals know what the new process is.

A new discharge planning protocol has been developed to ensure health and social care partners establish joint planning meetings to safeguard children when they are discharged home from hospital.

Work has taken place to improve attendance of partners at case conferences and this is now evident in attendance figures.

## **1.4 Child Death Overview Panel (CDOP)**

### **Activity of the CDOP**

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In 2016/17 27 child deaths were reviewed by the panel, a slight increase from 24 in the previous year. Nationally approximately two thirds of reviews completed were for deaths of children under the age of one year a figure that remains consistent year on year. Locally 62% of the child deaths reviewed were for children aged under the age of one year, which is a broadly similar proportion to the national figure

The panel tries to review all child deaths as quickly as possible. However, there may be reasons outside the panel's control that result in a delay between the date of death and the date of panel review. The panel met five times in 2016/17 which is the same frequency as in 2015/16. 49% of child deaths were completed within 12 months compared to 70% last year. This downward trend is in contrast to the national timeliness figure which has increased to 76% from 70%. However this has not led to a backlog of cases.

Reviews generally take longer if modifiable factors are identified in the death. Of the 27 reviews undertaken 51% took over 12 months to complete and the number of child deaths with modifiable factors has increased from 6 in 2015/16 to 11 in 2016/17. The local process is comparable to the national trend in this respect. Despite this increase in identification of modifiable factors and the ongoing temporary arrangements for the designated paediatrician for the panel the number of deaths awaiting review has fallen from 28 at the 31<sup>st</sup> March 2016 to 19 at the 31<sup>st</sup> March 2017. This is of course heavily influenced by the actual number of child deaths and for 2106/17 this figure fell to 17, the lowest on record.

## Category Event and Location of Death

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The CDOP is required to record a category of death. The largest proportion of deaths both nationally and in Doncaster are as a result of medical causes these include chromosomal, genetic and congenital abnormalities, perinatal and neonatal events, infection, malignance, acute medical or surgical conditions and chronic medical conditions. Given the small numbers in the remainder of categories the use of percentages is not particularly helpful.

- None of the deaths reviewed in Doncaster was categorised as being caused by “deliberately inflicted injury abuse or neglect”. Nationally 47 children were thought to have died as a result of this.
- None of the child deaths in Doncaster was as a result of “suicide or self-inflicted harm”. Nationally 101 children were believed to have died in this way.
- Only one death in Doncaster resulted from “sudden unexpected, unexplained death” which forms part of a national picture of 260.
- 4 deaths were classified as being as a result of trauma and other external factors; there being 210 deaths nationwide.
- 18 children died as a result of medical causes which is in keeping with the large proportion of deaths nationally in this category.

Future trends in relation to this data will be monitored however at this point the Doncaster numbers do not give cause for concern.

With regard to location of death, in keeping with the national data the majority of children died as a result of health problems having been admitted to either an acute hospital or hospice. 23 out of the 27 deaths reviewed locally were in this setting. One Doncaster child died in a public place; this case had modifiable factors. Most (51%) of the 148 child deaths across the country in a public place were considered to have a high proportion of modifiable factors generally stemming from road traffic accidents or collisions..

## Modifiable Factors

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Since 2012 there has been an increase in the number of modifiable factors identified in child deaths. This is in keeping with the national trend. The Statistical First Release identifies “Reviews of similar deaths in subsequent years may have resulted in different assessments of whether there were modifiable factors. Decisions may have changed as the process evolved and as panels built a consistent approach to understanding ‘modifiable factors’. In addition local trends may have begun to emerge which would suggest that deaths should be assessed as having had ‘modifiable factors’ when previously this would not have been the case.”

Of the 27 child deaths reviewed in 2016-17 11 were found to have modifiable factors. Although these factors are identified as modifiable, this does not mean the factors fully explain the child death but are considered contributing factors. This is a higher number locally than last year. Some examples of the modifiable factors found in the reviews include:

- Smoking during pregnancy or by the parent or carer in the household
- Parental mental health
- Domestic violence in the household
- Underlying health conditions
- Access to medical services

This categorisation does not indicate any implication of blame on any individual party but acknowledges that where factors are identified, the death may have been preventable if that factor had been addressed. Nationally the trend has been for a gradual year on year increase in the percentage of child death reviews identified as having modifiable factors 24% compared to 20% in 2011. Doncaster is higher with the number of reviews with modifiable factors equating to 40%. Longer term comparisons are difficult with the local figure for 2011 as only 18 deaths were reviewed in this year with 3 of those classed as having modifiable factors representing 17%.

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### **Child Deaths Referred for Consideration of Serious Case Review**

Nationally serious case reviews were carried out for 3% of all child deaths reviewed in the year, which is slightly higher than in previous years. No child deaths reviewed this year were found by the DSCB to meet the threshold for a Serious Case Review.

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### **Activity as a result of a Child Death Review**

Following the review of a child death the CDOP has the ability to take action or make recommendations. In the last year the CDOP has:

- Produced 1000 safer sleeping prompt cards to support multi-agency practitioners in advising parents/carers. These are promoted through training and seminars. This complements the Safe Sleeping Campaign.
- Raised awareness of road traffic accidents through sessions with young people at educational establishments. The SDCB has reviewed the accident prevention work to ensure that the appropriate measures are in place to reduce the number of road traffic accidents.
- Produced a bereavement support leaflet that provides information on how to access the local bereavement support offer.

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### **Working of the Panel**

Overall attendance at the panel by members has been good. The majority of agencies have achieved 100% attendance at the Panel meetings with the exception of midwifery, the lay member and the Rapid Response Team. The reasons for non-attendance have include capacity issues within the midwifery service and the need to reschedule meetings due to the commitments of the chair and the designated paediatrician..

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### **Relative strengths of the Panel**

There are a number of relative strengths of the Doncaster CDOP:

- The panel generally has a high level of attendance indicative of strong multi-agency engagement
- Recording of ethnicity has improved although there is still some inconsistency in respect of this.
- CDOP procedures have been reviewed to ensure that notifications are made to the appropriate agencies to ensure support can be provided timely and appropriately.
- Bereavement support to ensure families are supported has been process mapped to ensure adequate provision.

- Information is now shared from the Rapid Response Team at panel meetings to ensure there is no delay or blockages in reviewing cases.
- The number of child deaths awaiting review has fallen to 19.
- Learning and engagement with other panels within South Yorkshire is continuing. This is done via quarterly meetings and newsletters. An audit of modifiable factors across South Yorkshire has taken place to ensure greater scrutiny of modifiable factors and ensuring that local practice reflects national practice.

### **Areas for Development**

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- Secure on-going designated paediatrician input to the panel
- Links are continuing to be established with other LSCBs in the region to observe their operation and consider what can be learnt from these areas.
- To ensure consistent approaches with the new review processes for child deaths through either suicide or children with learning disabilities. .
- A formalised bereavement support process to be finalised and implemented that links to the local bereavement support offer.
- Explore the potential for regional collaboration in order to enhance learning from the reviews.

## **1.5 Learning from Practitioners**

One aspect of the Learning and Improvement Framework is to ensure that there are effective communications with practitioners about the work of the Board and that Board members have an understanding of the issues affecting front-line practitioners.

Communication with practitioners is achieved mainly through the DSCB website. This provides a wide range of information and links to other sites. Links to the DSCB multi-agency procedures are available on the site along with Early Help tools, signs of safety tools, the neglect strategy tool and links to good practice on CSE. The new website was launched in January 2017 but since that time a wide range of material has been posted on the site. Work will be undertaken to evaluate the impact of the website and consider how we can increase the number of 'hits'.

In the last year practitioner views have been sought routinely through the DSCB multi-agency audit process. Practitioner events were also held for two learning lessons reviews to gain their views on the cases. These events were well evaluated. An area for improvement is to ensure that feedback from the reviews to practitioners is provided. Learning from case reviews has been disseminated through training and at the DSCB Conferences (see section 1.8).

The Board has established a Practitioner Forum to enable direct feedback to and from the DSCB. The purpose of the Forum is to provide a clear link between the Senior Leaders and the Practitioners across the Children's Workforce. The group is facilitated by the Training and Development Manager and John Harris, the Independent Chair always attends to give an overview of strategic initiatives and provided a clear link between practice and the Safeguarding Children Board.

The remit includes:

- assessing how well actions agreed at Board level are being implemented and sustained across the multi-agency partnership.
- informing and advising the Board on what strategies are working effectively, on blocks and barriers with recommendations and proposals as to how these can be overcome.

The Forum has good representation from across all of the agencies working in Doncaster. For the coming year a standard agenda has been developed to structure the meetings and give greater clarity of purpose. The impact of the Forums has been significant particularly in relation to the clear link they provide between the strategic partnerships and front line practitioners working with families.

#### Summary of the Practitioner Forum 2016-17

##### April 2016

The initial Practitioner Forum was very well attended with groups discussing the top five safeguarding challenges they face. This was then compared to the exercise undertaken at the Performance Accountability Board with senior managers and a discussion ensued about views at different levels of organisations. Practitioners' views were then used to inform the reports produced at PAB relating working with families with challenges and information sharing. One of the key outcomes stemming from this exercise was the change to the IT systems ensuring that information was accessible across both the Early Help Module and the Integrated Children's System used by DCST. The benefit of this is that practitioners working across the system have a greater understanding of the child and family's history and can make better decisions. The forum were also consulted on the Board's Neglect Strategy and Toolkit.

##### July 2016

The second forum focussed on Appreciative Enquiry and this was led by a Board member focussing on the Signs of Safety approach as a key aspect of the DSCB Business Plan. Practitioners were encouraged to think through the model and its benefits for practice. Feedback regarding the model was very positive particularly given its emphasis on looking at areas of good practice as well as those that need to be improved.

##### October 2016

The Forum focussed in detail on the effectiveness of Early Help in Doncaster. Practitioners raised issues in relation to duplication of processes at the "DCST front door". This fed into the PAB and the outcome was that a single point of access would be established from January 2017. Practitioners also formulated key questions to be shared with the wider children's workforce via Survey Monkey. The Forum also contributed to the Government's consultation on mandatory reporting.

##### January 2017

The results of the highly successful children's workforce survey were discussed in detail. In all, 450 practitioners from across a broad range of agencies responded providing a detailed level of data regarding the key issues and challenges affecting early help provision in Doncaster. A copy of the survey was also shared with key senior managers helping to inform the shared strategy for managing demand across the partnership formulated by the PAB. One of the key questions relates to whether the balance is right for lead professionals across the agencies. The forum had detailed discussion regarding this issue with input from the Board's independent Chair. Given the broad scope of the issues involved planning was undertaken to consider what factors influence a case being re-referred to social care in the form of a workshop at the next forum.

## **1.6 Allegations against Professionals**

Working Together to Safeguard Children' (2015) states that;

*'County level and unitary local authorities should ensure that allegations against people who work with children are not dealt with in isolation. Any action necessary to address corresponding welfare concerns in relation to the child or children involved should be taken without delay and in a coordinated manner. Local authorities should, in addition, have designated a particular officer, or team of officers (either as part of multi-agency arrangements or otherwise), to be involved in the management and oversight of allegations against people that work with children'.*

The role of the LADO (Local Authority Designated Officer) also includes responsibility for the management and oversight of individual cases: providing advice and guidance to employers and voluntary organisations, liaising with the police and other agencies and monitoring the progress of cases to ensure they are dealt with as quickly as possible, consistent with a thorough and fair process.

DSCB provides guidance in respect of any allegation that a person who works with children or young has:

- Behaved in a way which has harmed a child, or may have harmed a child;
- Possibly committed a criminal offence against or related to a child;
- Behaved towards a child or children in a way which indicates that he/she is unsuitable to work with children.

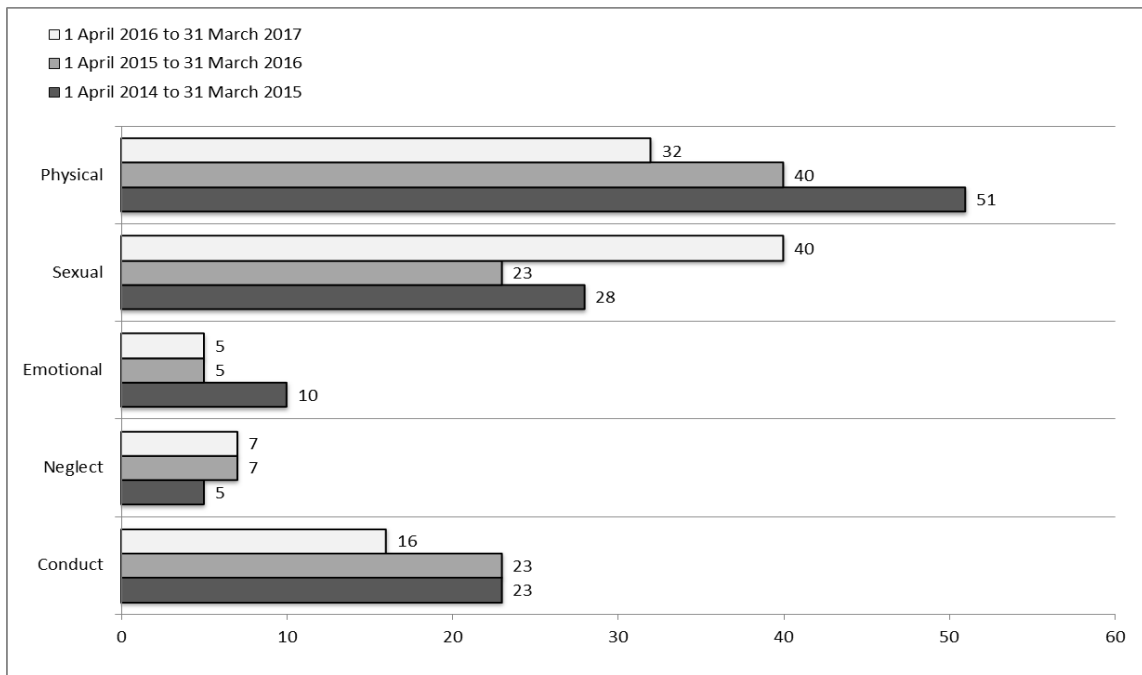
In Doncaster the LADO service is part of the Safeguarding, Standards and Policy Unit of DCST and there has been a consistent LADO since November 2013. The LADO is based at Mary Woollett Centre in close proximity to the Multi Agency Safeguarding Hub (MASH), Children's Social Care Referral and Response Team, Police Local Referral Unit, Adult Safeguarding, Police Public Protection Unit (PPU) and Child Sexual Exploitation (CSE) Team. The LADO has developed close working relationships with these teams which has greatly assisted in joint decision making and timely completion of cases. The LADO is supported by the Child Protection Conference Chairs who provide cover when the LADO is not available.

Work has continued to raise the awareness of the LADO role across a number of agencies, which has resulted in an increase in overall referrals. When compared to 2015/16, the numbers of referrals to the LADO has increased by 15%. However, the number of referrals that have reached the threshold to hold a strategy meeting has only increased by 2%. This is as a result of the advice given by the LADO to organisations at an early stage to assist them in undertaking a fact find process which has resulted in less cases progressing to a LADO strategy meeting.

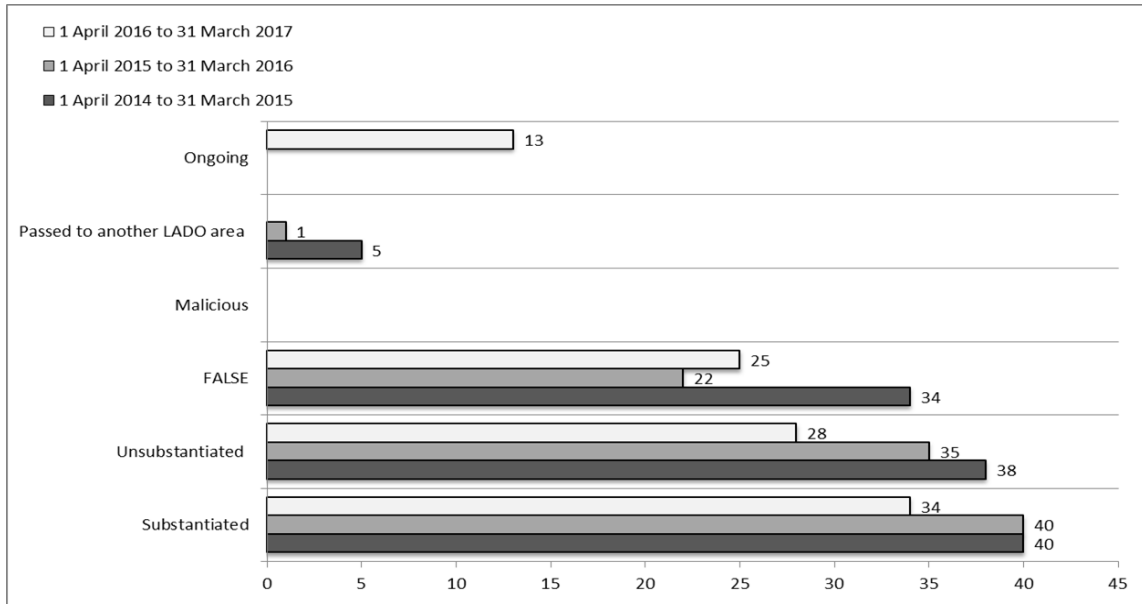
This has been the third full year that records have been kept in relation to the number of referrals that have not met the threshold. Prior to this information was only kept for those referrals where strategy meetings were held.

Period	Referrals	Met Threshold	% That Met Threshold
1/4/16 to 31/3/17	602	100	17%
1/4/15 to 31/3/16	518	98	19%
1/4/14 to 31/3/15	506	117	23%
1/4/13 to 31/3/14	N/A	115	N/A
1/4/12 to 31/3/13	N/A	103	N/A

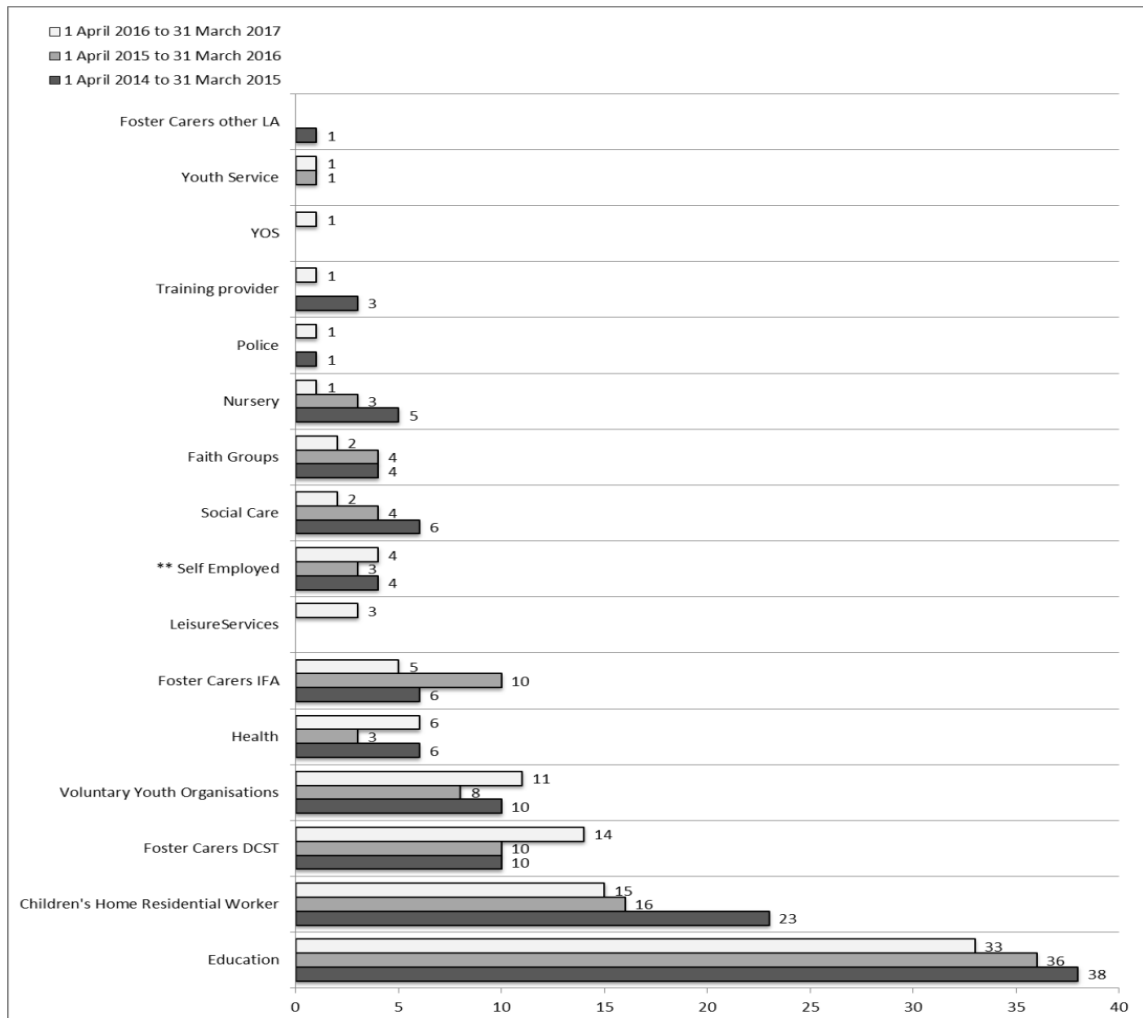
### Referrals that met the threshold ordered by primary category of concern



### Referrals that met the threshold ordered by outcome of allegation



## Referrals that met the threshold ordered by primary agency of accused adult



### Working together with other agencies

There is clear evidence of good working together with other agencies as LADO strategy meetings are regularly attended by the Police, children's social care, adult social care and other key agencies as necessary.

The LADO has also formed close links with the Adult safeguarding team and information is shared between the two services, as appropriate, to ensure the right service area is dealing with safeguarding allegations whether this involves children or adults at risk of harm. There have been occasions when the two service areas attend each other's strategy meetings. An example of this has been where an agency is caring for disabled children and there is a period during transition into adulthood and a longer term placement has not been identified before the person reaches the age of 18yrs. There are other settings that care for adults where individuals have been placed before they have reached 18yrs old.

### Developments in 2016/17

The LADO referral form has been amended to make it easier to use and is now available on the DSCB website. The 'Procedure for Responding to Allegations Against Staff, Carers and Volunteers' located on DSCB online procedures has also been reviewed and updated to reflect



current practice. The archive paper LADO files are being scanned into electronic folders with the intention of all information being held electronically by the end of 2017.

### **Regional and National**

The regional LADO group has continued to meet and provide support to each other with matters related to thresholds, best practice, consideration of new national guidance and sharing information about perpetrators who move between areas etc.

The LADO has attended the national LADO conference which provided opportunity to compare practice across the country and to develop more collaborative ways of working with other local authorities. In March 2018 the National LADO conference is being hosted by the Yorkshire and Humber LADO region and will be held in Doncaster. The Doncaster LADO is chair of the working group organising this event.

The LADO also represents the local regional group at the national LADO network which provides a central point of reference for all LADOs. This group is developing a handbook and standards for LADOs to be used across the country and is liaising with DfE and Ofsted in order for the handbook and standards to be recognised by these statutory bodies.

The LADO is also part of the Safeguarding in Sport regional group that considers safeguarding across a wide range of sports groups across our area.

### **1.6.1 Local Operational Themes**

1. A permanent individual LADO, with support of Child Protection Chairs has resulted in a more consistent approach when dealing with allegations and provides a central point of access to organisations.
2. Having a dedicated business support administrator to coordinate the booking, minute taking and administration of all LADO meetings ensures good continuity and implementation of systems and also provides a central point of reference for partner agencies.
3. Good collaborative working with key agencies including the police, health and adult social care has been beneficial in the handling of a number of cases. The location of LADO in the same building as the Police Public Protection Unit, MASH, Referral and Response Team, Domestic Abuse Advisors, Child Sexual Exploitation Team and Adult Safeguarding, has aided in the facilitation of strategy / evaluation discussions and meetings and in ensuring a timely outcome of cases.
4. The confidentiality of accused adults has been protected through rigorous adherence to the local and national guidance. As a result potentially inappropriate media attention has been avoided during the course of investigations.
5. Early consultation and intervention has prevented negative impact on professionals' careers when allegations have been false or malicious.

#### **Areas for Development**

There are two main areas of key developments to be addressed over the coming 12 months and beyond.

1. Further development of a system for auditing the work of the LADO that reflects the national handbook and standards.
2. Develop a system for gaining feedback from those involved in LADO evaluation / strategy discussions / meetings.

## 1.7 External review and inspections

The DSCB receives feedback from the inspections of all partners. Although there have been no specific reviews of the DSCB, inspection reports have been received in relation to Doncaster College. As Doncaster Children's Services received inadequate judgement at its last inspection in 2015, there have been a number of monitoring visits have been undertaken by Ofsted to ensure continuing progress. These visits have all been reported to the DSCB and regular updates on progress have been provided at the Performance Accountability Board. Additionally the DCST commissioned a Peer Review to provide external challenge on progress. This too was reported to the DSCB.

An Independent review of South Yorkshire Police handling of child sexual exploitation was also shared with the Board in April 2016.

## 1.8 Workforce Development 2016-2017

The period 2016-17 saw a continuation of the significant progress over the last three years in relation to multi-agency workforce development. The Workforce Development Sub Group (WDSG) has reviewed its Terms of Reference and these are now more specific and defined. Moving forward the group will focus on the production of a quarterly report detailing both multi agency and single agency training delivered. Additionally, the group will provide a gap analysis in relation to specific workforce competencies and key performance indicators are also being developed.

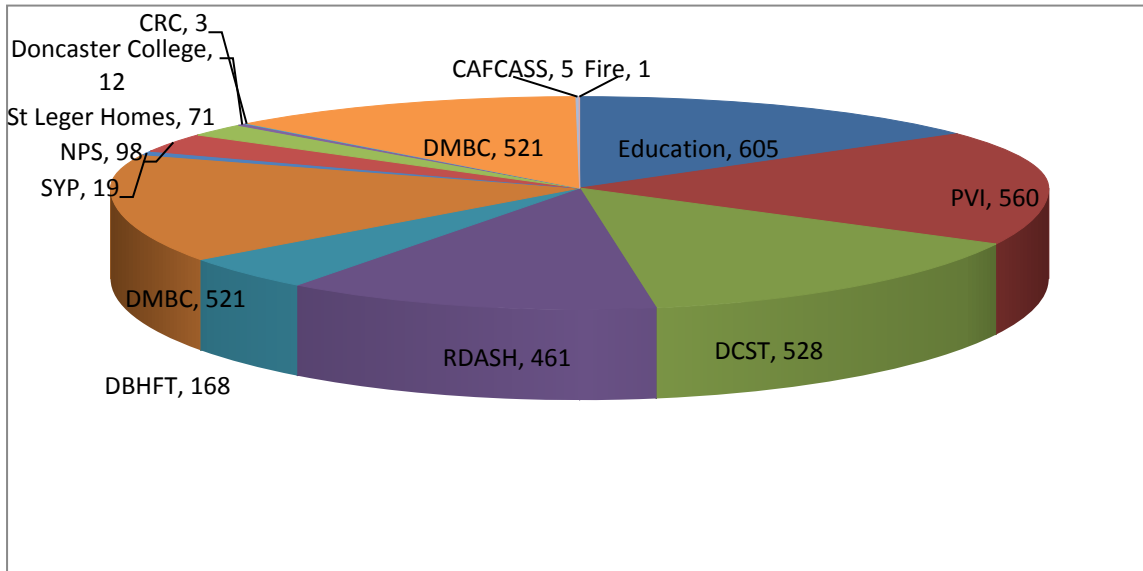
The Board has a strong commitment to multi-agency training and continues to invest in developing a multi -agency training pool. The role is supported by a person specification and job description. There have been significant contributions from members of the multi-agency training pool and the training pool continues to deliver high quality training. The DSCB training offer continues to span a range of safeguarding subjects outlined in the table below:

Range of Courses Delivered by the Doncaster Safeguarding Children Board 2016-17

<b>Courses Delivered</b>	<b>Number of Sessions</b>
Effective Partnership	22
Neglect	7
Child Sexual Exploitation	4
Delivering Early Help	36
Parental Mental Illness	1
Recognising and Responding to Sexually Harmful Behaviour	1
Signs of Safety Roadshows	15
Modern Day Slavery	2
Domestic Abuse Seminars	6
Mock Signs of Safety Child Protection Conference	8
Role of the Lead Practitioner	15
Learning Lessons from Local SCR	4
Cultural Competency	2
CDOP Seminar	2
Early Help Outcomes and Plans	4
<b>Total Number of Courses</b>	<b>129</b>

**3181 Training Places delivered by DSCB in 2016-17**

**Distribution by Partner Agencies**



Post course evaluations based on the “Guskey” model continue to demonstrate a positive effect. During the course of the year the DSCB moved to a standardised evaluation tool for all courses to assist with comparison. The Training Strategy 2015-17 has been updated. It continues to incorporate a focus on the impact of the training on practice. The Workforce Development Sub Group endorsed a standardised evaluation and impact tool and invested in Survey Monkey so that this could be administered electronically. A significant area of development for workforce development is to support the Signs of Safety Strategy. The Board delivered 15 Roadshows led by the Training Manager introducing the model in various localities across Doncaster which received a very positive multi agency response. Over 450 professionals attended with a clear impact being the embedding of Signs and Safety as a universal language. Feedback has been very positive as indicated by the quotes below.

Modelling of danger and safety goal statements enlightening

Concise and to the point with use of simple language and not jargon!

Course content, pace and style of delivery very useful

Charging for non-attendance has been implemented since the previous annual report. This has generated an income and also had the desired effect of improving attendance at training. The use of the electronic booking system Engage Doncaster has been highly beneficial with over 3700 professionals registered on the data base. This represents a significant increase of 1200 professionals from the previous year. This positive engagement allows key messages and information to be easily shared. One of the key aspects in ensuring training has an impact on

practice is to achieve “critical mass” in terms of agency engagement. The figures below demonstrate strong engagement from across all of the key agencies involved in children’s safeguarding. . A detailed gap analysis has been undertaken regarding Signs of Safety training to measure the number of practitioners in each organisation requiring the training against the number who have attended.

#### Content of Training

In April 2016 it was agreed that Effective Partnership would be reduced to a one day course focussing on the core Safeguarding processes and that professionals would then be able to select courses from the broad range picking those most appropriate to their learning needs. Effective Partnership ran on 22 occasions during the year and also received very positive evaluations. For example:

*Very informative, thought provoking, interactive and very relevant to my role*

*Increased knowledge of referral thresholds and also the learning from SCR was invaluable*

*It made me aware it is acceptable to challenge professionals in the interest of the child.*

*The training was the most interesting, informative and most well-presented that I have attended in a long time. Well worth attending*

Four different modules were run throughout the year to support the Early Help Strategy: Delivering Early Help; The Role of the Lead Professional and Early Help Outcomes and Plans were delivered jointly throughout the year by the Early Help Coordinators.

CSE is a further strategic priority for the Board. It continues to be delivered at Level 3 by an Independent Trainer and the CSE Team to receive positive evaluations.

*The training was brilliant and the CSE team need to be commended for linking the training to real life and helping me to remember so much of the information they gave us. This training has been one of those life changing days.*

The training delivered by the DSCB complements the awareness raising briefings that are delivered by the dedicated CSE team. These briefings are targeted at a much broader audience including parents and young people as well as professionals. The CSE team has engaged with a wide range of participants including the industries sector where there is a significant preventative benefit to raising awareness of the signs to look for that would indicate that a young person is being exploited.

The DSCB commissions two online training courses from the Virtual College; Basic Awareness and Safer Recruitment. The strategy allows individual agencies to source their own training or alternatively to access the DSCB provision free of charge. Moving forward the DSCB is negotiating a Total Training Package which will allow all practitioners across the children’s workforce to access a range of 51 online courses. The Junction Project delivers a course annually on behalf of the DSCB entitled Recognizing and Responding to Sexually Harmful Behaviour.

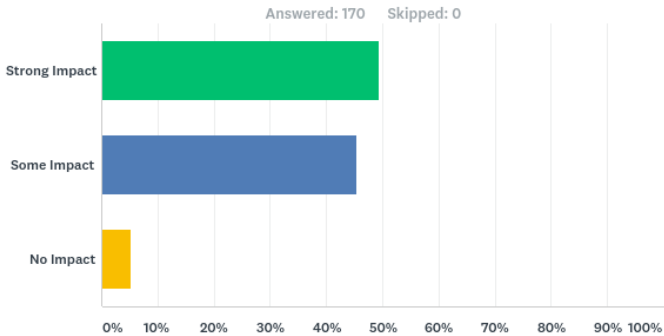
Two sessions of GP training have been delivered. In total 160 GPs attended. The training consisted of three 45 minute workshops with each GP attending all of them. In accordance with the strategy the subjects covered were Signs of Safety, Child Protection Conferences and Family Group Conferencing. Outcome based evaluations were used and they demonstrated a positive effect in terms of increasing GP’s knowledge and skills relating to Safeguarding Children. The period April 2016 to March 2017 saw a broad range of courses being delivered. These varied in length in accordance with the Board’s approach to flexible learning. This

allows participants to be selective in choosing which courses they wish to undertake matching them to their individual learning needs.

**Impact of the Effective Partnership Course on Practice**

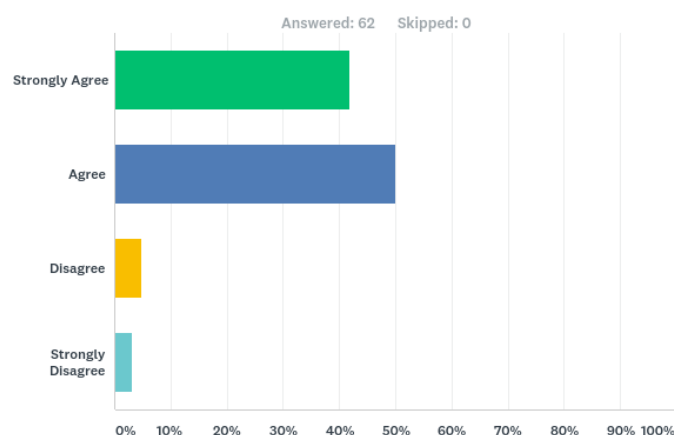
The DSCB has invested in Survey Monkey to improve the returns on reflective logs. During the year 170 were returned. Each participant is asked a series of questions relating to how the course had impacted on their practice. The results were very encouraging with the vast proportion of respondents indicating that the training had either strong impact or some impact on the practice. The training utilizes a detailed chronology from a national serious case review which allows delegates to develop their understanding of how poor multi agency working and communication allow risks to escalate to a child. The consequences of the failure to speak to the child alone or to challenge parental self-reporting are graphically highlighted by the tragic outcome. The reflective log asks delegates a series of questions two months after the course. A sample of the questions is included below. During the year the Board published the Serious Care Review into the death of Child A. The significant learning from this related to practitioner and organisational understanding of professional curiosity and disguised compliance. Aspects of this were already included in the Level 3 Effective Partnership training however in response to the learning from Child A the emphasis on this was amplified. Of the 170 people who completed a reflective log the vast majority stated that the training had either had a strong impact or some impact which is encouraging. Workshops on disguised compliance and professional curiosity were also incorporated into the DSCB Spring Conference.

**Q6 What impact has the training in relation to disguised compliance and professional curiosity made to your practice?**



A further Serious Case Review highlighted the need to ensure that parents were able to protect their children from Persons Posing a Risk (PPR's) and also the need to ensure that vital information was not lost between agencies and different Local Authorities when families moved between them. This Review was undertaken by another Local Authority and the decision was made not to publish to protect the anonymity of the child. The DSCB organised three seminars which were well attended by 150 participants and positively evaluated in terms of impact on practice as indicated below. The learning from this review has now been incorporated into the Effective Partnership training and is being delivered on a regular basis.

## Q5 The training will have a positive impact on my Safeguarding practice



The DSCB has identified the following strengths and achievements:

- Significantly improved engagement with training the number of customers has increased by nearly 50% to 3,700. This represents a critical mass of practitioners and gives the DSCB a strong brand identity.
- Adoption of standardised evaluations based on an established impact model using Survey Monkey supports an improved quality assurance strategy.
- Reflective log process provides detail of actual impact of training on practice.
- Training has provided positive learning opportunities and promoted improvements in morale and confidence alongside a better understanding of other roles and greater mutual respect.
- Range of course provision reflects key strategic priorities.

The DSCB has identified the following areas for development:

- Planned provision for 2017-18 reflects increased emphasis on learners undertaking individual training needs analysis through the professional development review process.
- Development of standards for courses ensuring that all DSCB courses have clear objectives and methods for evaluating these.
- Development of a new training strategy to update the current one.

### DSCB Conferences

During the year the Board ran two conferences at the Keepmoat Stadium. Both conferences were very well attended by the range of agencies represented on the Board. Both the conferences were attended by over 180 delegates from the statutory, voluntary and private sectors. The Spring Conference welcomed Professor Jane Barlow, Warwick Medical School as a guest speaker and she delivered a well-received presentation on 'Emotional Neglect and the Impact of Parental Mental Health in the first two years of life'. This linked into the SP2 of the

Business Plan regarding effective arrangements are in place for responding to key safeguarding risks including early help and neglect.

The Autumn Conference was similarly well attended by a range of agencies. Our key note speaker was Professor Brid Featherstone from Huddersfield University. She delivered an inspiring presentation around “Working with Mothers and Fathers and why it matters for Children”. Conference evaluations were extremely positive. The Conference also heard from parents who are experts by experience about their experiences of services and the levels of support they received. Again a series of workshops were offered linked to the strategic business plan and the Child A SCR. These include sessions on self-harm in young people: using the Signs of Safety approach and healthy scepticism.

## **2.0 Impact of the Board – Responding to Challenge**

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The Board has continued to have a growing impact on the way services are delivered and assuring its-self of the effectiveness of safeguarding in Doncaster. It does this through its performance framework, by receiving regular assurance reports from partners and by providing effective challenge through the Board and its sub-groups.

Numerous challenges have been made and these have been logged in the DSCB Challenge Log. Examples of these are:

- Changes to the Doncaster Healthy Schools Programme – concerns were raised about how young people would be provided with education on such topics as CSE given the proposal to cancel the schools carousels. Challenges by the Board resulted in this being reinstated
- Elective Home Education – the Board asked for assurance about how we know which children are being educated at home. This raised a challenge to health to ensure child birth data was shared with DMBC. This has highlighted the need for an information sharing protocol which is now being developed. An additional grade 8 Education Home Officer is to be provided by DMBC to support with resource issues
- A challenge was raised to ensure that all Partners understand what they are being asked to deliver in terms of Early Help, as a result a framework of expectation was developed and progress with partner agencies to operate within this framework is reported and discussed at the DSCB Performance Accountability Board.
- A challenge was brought from SYP regarding a number of young people who frequently go missing – The Performance Accountability Board undertook an in depth look at this issue to ensure the approach is effective. DCST now run the service which provides return home interviews for young people and the quality and timeliness of these interviews are improving. The Children Missing Operational Group has now been reviewed and superseded with the protecting Vulnerable Young People Group which is monitored by the CSE sub-group.
- A challenge was raised about Health visitor attendance at Children Protection Case conferences – this has led to joint work with DCST and RDASH to improve the timeliness of invitations which has resulted in improved attendance
- DBHFT challenged DCST in regards to its information sharing in relation to neo-natal service. A small task group met who took a solution-focussed approach and agreed some key actions which have resolved the issue.

The DSCB has received regular assurance reports:

- MASH
- Early Help
- Mental Health and Wellbeing Transformation Plan
- CPIS
- Domestic Abuse
- LADO
- IRO Annual Report
- Director of Public health Annual Report
- CDOP Annual Report
- Stronger Families Progress report
- Signs of Safety
- Safeguarding in Sport
- An independent review of SYP Handling of CSE 1997-2016



## Appendix 2



### UPDATE REPORT ON THE DONCASTER SAFEGUARDING CHILDREN BOARD CHILD SEXUAL EXPLOITATION (CSE) ACTION PLAN

#### 1. Introduction

- 1.1 This update report has been prepared by the Independent Chair of the Doncaster Safeguarding Children Board (DSCB) in conjunction with DSCB partners.
- 1.2 The report provides an update against the 10 key assurance questions raised by the DSCB Chair to ensure CSE is being effectively addressed in Doncaster. A copy of the updated CSE Action Plan, with summary comments is at Annex 1.

#### 2. The Ten Key assurance questions

##### 2.1. How well do we understand the nature and scale of CSE in Doncaster?

The DSCB Child Sexual Abuse Sub-group has continued to progress its action plan to tackle child sexual abuse. Due to the good progress made against the Boards priorities Board members have evaluated the impact of the work on child sexual exploitation (CSE) as being established with sustained impact. The CSE sub-group has continued to make progress against the CSE strategy by ensuring we have a good understanding of CSE in Doncaster and are taking appropriate action to support victims, disrupt perpetrators and have ensured practitioners, the public, young people and the industry sector know what actions to undertake to refer concerns about child sexual exploitation.

- 2.2 Data continues to be refined to provide more accurate information about CSE concerns. The data shows that the police and education are the organisations who make the highest number of referrals, although it may be the case that other agencies report their concerns via the Police. South Yorkshire Police provide a breakdown of referral types into a number of categories. The majority of open cases for Doncaster Children's Services Trust (DCST) and the referral data supplied by South Yorkshire Police with a concern of CSE, continue to be females. Most referrals continue to fall into the 12 to 16 year age group. The prominent ethnicity for open CSE cases is White British, which is reflective of the general population of Doncaster.
- 2.3 Good work continues to take place with the industry sector to ensure a greater understanding of the risks of CSE. Over 900 taxi drivers have been trained including a number of new taxi drivers who now undertake training as part of their licence application. Other business areas continue to receive an input on CSE, such as private sector landlords, hoteliers and food establishments.
- 2.4 Protecting Vulnerable Young People Panel (PVYP) continues to evolve and since January 2017, it has reviewed 17 young people where there have been specific concerns about CSE; 8 of these young people have now been stepped down from the PVYP process as it is now suitable for their cases to be managed on a single agency basis as concerns have significantly reduced. CSE information relating to 'hotspots' and individuals is shared between agencies which assists the partnership maximise opportunities to protect children and young people.

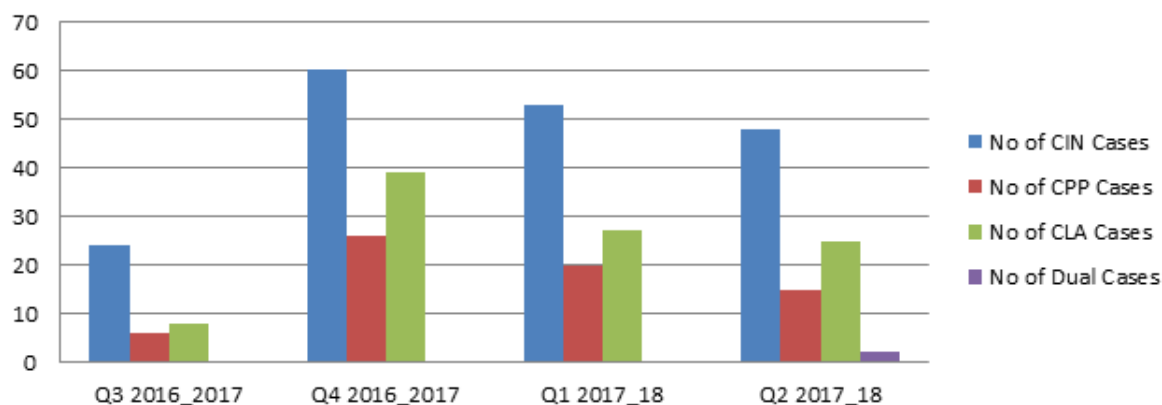
**2.5** PVYP Panel also examines the children who go missing on the most frequent basis. Doncaster is seeing an upward trend in the number of looked after children reported as missing, with 15-17 year olds remaining as the highest group. Specifically, 21 children have been identified as creating the majority of the missing children reports. However, due to the close working relationships and excellent partnership work, 14 of those children (66%) are seeing significant reductions in missing person episodes, with 7 remaining children who have a high level of complex need.

**3. How reliable is our data?**

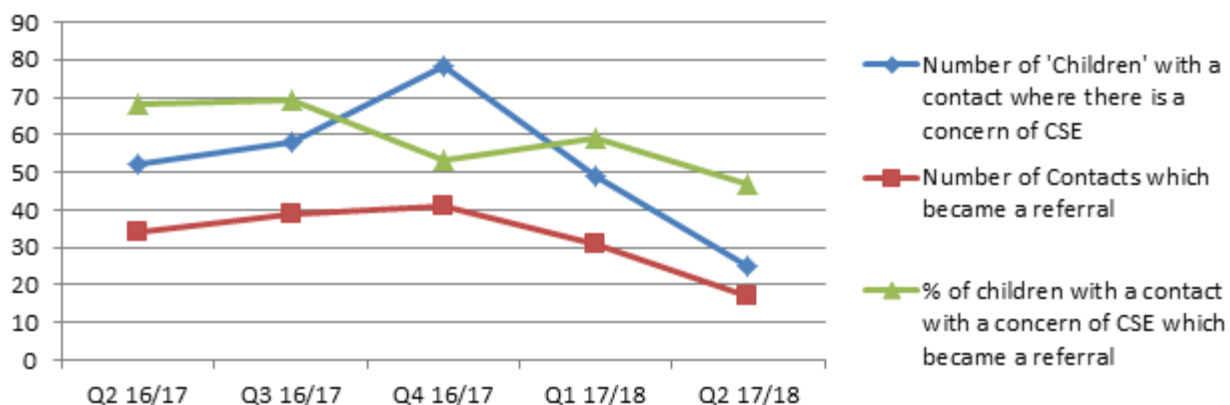
**3.1** The CSE sub-group now receives a robust quarterly performance report covering all aspects of child sexual exploitation and children who go missing, to ensure it is able to target work where necessary. The report provides data from a range of agencies across a range of indicators. The data provides the DSCB with a reliable picture of CSE trends and continually influences the priorities of the CSE sub-group. For example, in the most recent report we identified that the number of contacts and referrals into the multi-agency CSE team have fallen since April 2017. The data has provided a break-down of where the referrals come from; these are mostly from schools and police. Further exploration is taking place to establish whether health professionals are referring straight to the police, masking the number of CSE concerns raised by health.

**3.2** Comparing this data with other Local Authorities in South Yorkshire, Doncaster’s referral appear to be falling at a faster rate. This could be due to an increase in early help and awareness raising which would be positive, however the group will be investigating this to ensure that CSE is being recognised appropriately by professionals.

**Open Cases where CSE has been Identified in the C&F Assessment**



## DCST Contacts and Referrals with a Concern of CSE



**3.3** The data has also highlighted that there are fewer referrals relating to boys than girls. National trend information would suggest local figures are similar to national trends; nationally girls tend to be over-represented. The CSE sub-group is now seeking assurance from partners that professionals are recognising issues affecting the exploitation of boys with the same rigour as they are girls. The CSE team are promoting and raising awareness of signs and indicators across the partnership.

**3.4** The dataset also contains data and analysis relating to children who go missing. The data has demonstrated that the number of missing children has increased, this is a small cohort of young people who had a large number of missing episodes. The use of the Protecting Vulnerable Young People Group and Return Home Interviews has been used to ensure there is a robust plan of action for those young people at most risk of harm, which has resulted in a decrease in the number of missing episodes for individual young people.

#### **4. How effective is our preventative work with children and families?**

**4.1** The CSE team has continued to provide most of the CSE training in Doncaster in the community, to professionals and to young people. Sessions are held within schools and young people are asked for feedback following their sessions. Young people are asked to write one thing that they have learnt and one thing they think needs to happen, the common themes are then collated. Currently young people are saying that they feel that their training should be delivered earlier, when they are in years 7, 8, 9. Professionals who have been trained report that the training provides them with a good knowledge of CSE, are now aware of the indicators, and feel confident in understanding the signs of CSE.

Comments made by a teacher at Balby Carr school:

*“The hard hitting and powerful messages you gave have clearly being understood and staff have left empowered to identify and respond to concerns surrounding Child Sexual Exploitation.”*

There is information and resources on the DSCB website for working with children and young people who may be at risk of CSE. The team are supported by DCST Communications to keep this up dated.

## Training provided by the CSE team by target group

Audience	2016-17				2017-18	
	Q1	Q2	Q3	Q4	Q1	Q2
Children and Young people	939	819	360	1283	310	232
Professionals	287	62	331	253	41	21
Parents/ Foster Carers	34	52	34	90	0	85
Community	150		0	0	0	0
<b>Total</b>	<b>1410</b>	<b>933</b>	<b>725</b>	<b>1626</b>	<b>351</b>	<b>338</b>

- 4.2** The CSE team try to plan awareness raising events in the communities based upon the themes emerging from the referrals received into the team. The team attended Gay Pride event in August 17 and used this event to promote internet safety due to raising number of young people who are exploring their sexuality on line.
- 4.3** Raising awareness amongst young people is key to providing effective support to those at risk of CSE. The launch of the Respect website ([www.doncaster.respectyourself.info/](http://www.doncaster.respectyourself.info/)) has provided an online facility for young people to access information and guidance as well as signposting to support agencies.
- 4.4** The CSE sub-group continues to provide communications relating to CSE across the partnership. There is a regular programme of activities which is overseen by the CSE and Missing sub-group. Training has continued to be delivered to taxi drivers and takeaway outlets in the Doncaster area. Following a test operation run by the CSE team in March 17, where hotels were tested on their ability to identify and spot child sexual exploitation situations, training to hotels has commenced with 3 hotels with more planned. The training focuses on helping hotels identify a plan of action which they can follow if faced with a CSE situation.



- 4.5** Work with the wider faith and community groups has continued to progress. Contact has been made with a number of faith communities with procedures and training provided where appropriate. The table below provides an overview of the work undertaken so far:

Hindu/Tamil Community	Training booked for volunteers; Tamil community to access DSCB eLearning; audit of safeguarding standards being undertaken
Central Mosque	Contact made with both male and female members of the Mosque. Assistance has been given with developing procedures which are now in place and training has been provided to all male and female teachers as well as Mosque committee members.
Jamia Mosque	Safeguarding policy/ procedure developed; Introductory training provided to teachers; Basic Safeguarding training planned for the female mosques members and to be deliver by a female worker. Assistance has been given with developing procedures which are now in place
Raza Madrassa	Introductory training provided; support provided to write their Safeguarding procedures; Level 3 and the Prevent Training provided
Turkish /Kurdish community	Safeguarding procedures developed; Training has been completed
Redeemed Christian Church of God	Provided training and leaders undertaken level 3 training
Doncaster Ethnic Minority Regeneration Partnership (DEM RP)	Level 1 training has been given to the group and assistance is being offered to develop safeguarding procedures specific to individual setting.

The DSCB has also provided workshops for the sports sector to enable them to address what their support needs are. This resulted in training being provided for some groups and assurance being provided by Doncaster Youth Alliance (covering over 1000 members )that they have appropriate safeguards in place to protect the young people in their organisations of possible abuse.

## **5. How far are we providing timely, appropriate and effective support to victims and those at risk?**

- 5.1** The CSE team in Doncaster is an established multi-agency team consisting of 3 social work posts, one health, one education worker there are 2 Barnardos workers co –located in the team, as well as specialist police officer colleagues and 2 missing persons investigators. The team is also part of the hub and spoke innovation, which provides an additional part time worker. Co-location means that information can be shared in a timely way and responding to concerns can be undertaken quickly.
- 5.2** The CSE team have now begun to triage cases that come to the CSE team; triage enables social workers to seek advice and support about the cases they hold where they think CSE is a potential

concern. The Evolve risk assessment tool used in south Yorkshire is also completed within triage for all cases that have been referred to the CSE team.

Assessments and plans are completed as standard process and staff will continue to work with young people until these risk factors have been mitigated. If the referral does not require involvement from statutory services, these will be closed only after any on-going support needs have been identified and cases referred into the correct service.

- 5.3** The CSE sub-group benchmarked itself against the Government Approved 'See me hear me' framework to ensure that Doncaster is ensuring best practice when providing support to victims. The 'See Me Hear Me' (SMHM) Framework was developed by the Office of Children's Commissioner (OCC) on the basis of evidence from its two-year Child Sexual Exploitation in Gangs and Groups Inquiry in 2012-2013. In Doncaster, each agency brings their own discipline and objectives to the team. For example, the police focus would be the criminal aspect, prevention and prosecution, for health it would be promoting a child's health and wellbeing etc. One advantage of the CSE team co-location is that agencies work together under one common umbrella ensuring that the child's interests are the main priority. Agencies have an understanding about each other's roles and the team are able to identify who is the best person to engage the young person first. In the last 6 months, the CSE team have had no re-referrals to their service. The CSE team believe that this is due to the principle of enduring relationships and support. The team will support a young person for as long as it is felt that this is required and we find that often the young person and their worker will mutually conclude when the time is right that they no longer need to continue to see the worker.
- 5.4** The Doncaster Children's Services Trust was a partner in the sub-regional approach which tested a new model of working with children and young people who experience or are vulnerable to CSE. The project, South Yorkshire Empower and Protect (SYEP) was funded for one year initially from DfE Wave 1 funding, and then South Yorkshire partners agreed to commit additional funding to continue the trial over a full second year. During its period of activity, SYEP supported four Doncaster children in care and eight on the 'at home' element of the project. Four specialist foster carers were approved in Doncaster and a further 22 have been trained in therapeutic techniques and psychological understanding. Twenty-six social workers were trained in therapeutic techniques and a further 40 Doncaster professionals received further specialised training in CSE. The approach was very effective in preventing admissions into care for very vulnerable young people and preventing escalations into external placements for those already in care. Learning from the approach has been mainstreamed across South Yorkshire from April 2017.

### **Missing Children and Young People**

- 5.5** The revised Protecting Vulnerable Young People Group (PVYP) was based on a national best practice model first used in Northumberland when that authority was judged to be outstanding by Ofsted. The purpose of PVYP was realigned as a multi-agency challenge and support meeting with a clear focus on intelligence sharing and disruption activity. The production of multi-agency plans focussed on reducing the risks posed by individuals.

**5.6** Standard membership includes South Yorkshire Police, Project 3, CAMHs, team managers from each of the four social care localities, National Probation Service, St Leger Homes, Youth Offending Service, Inspiring Futures Team, CSE Team, Commissioning and Contracts HOS and the Trust's manager responsible for conducting return home interviews when children go missing. Other professionals attend on an as required basis depending on the presenting issues in the cases being discussed

The PYVP agenda includes the following standard items:

- missing children update
- CSE hotspot and concerning individuals updates
- other hotspots ( including organised crime group information)

**5.7** Significant intelligence and information relating to missing children is shared by South Yorkshire Police including images of young people frequently going missing. This has led to creative approaches from agencies in relation to engaging young people who go missing, even if they are not open to a particular agency.

**5.8** In relation to CSE hotspots and concerning individuals, SYP circulate active intelligence relating to areas and individuals and this information is then disseminated on a locality basis back through DCST disruption activity has taken place on a multi-agency basis ensuring that business owners are aware of their responsibilities in preventing and disrupting CSE. This is supported by the return home interview processes and advocate intelligence which has led to an increasingly sophisticated culture of mapping around CSE locations, concerning individuals and missing episodes

**5.9** Between January 2017 and August 2017, PYVP has reviewed 17 young people using vulnerability checklists, and dozens of young people who have been subject to a low number of missing episodes and who have been linked to activities which were causing concern (parties linked to missing episodes, association or presence near hotspots etc.) In the vast majority of these cases, multi-agency sharing of intelligence, and on some occasions brief periods of intervention, were sufficient to address these risks.

**5.10** Of the 17 young people who presented a high or very high level of risk, 10 young people have been stepped down from PYVP as risks have significantly reduced and are now managed on a single agency basis. A further two will be stepped down in the near future as indications are that their risks have been addressed.

#### **Return Home Interviews**

**5.11** Overall the number of missing episodes amongst the children and young people has increased in 2017 compared to 2016. There is, however, more robust mechanisms in place to ensure that those young people who do go missing are supported to reduce further incidents. The provision of the statutory return home function has transferred to DCST from DMBC and this is seeing an improvement in the quality of service provision.

**5.12** The service is being proactive in ensuring the triggering of and their attendance at strategy meetings to inform and support safety planning for the young people concerned. It is envisaged

that over time this will help reduce the number of missing episodes and the number of young people going missing.

- 5.13** The service continues to offer and undertake a higher proportion of interviews. All reasonable steps are taken to ensure young people are contacted and interviews are undertaken. The service continues to build on its relationships with professionals across the Trust, partner agencies and with South Yorkshire Police.
- 5.14** From July 2017, there have been weekly meetings between the DCST Customer Experience Team (who undertake the return home interviews) and South Yorkshire Police to share information and intelligence. The feedback from SYP has been that they have found these meetings useful. SYP also use this opportunity to advise the service of Missing Strategy meetings that have been arranged to enable the input of the advocate in their discussions.
- 5.15** A DCST themed audit on services to missing children, undertaken in June 2017, noted that the quality of return home interviews was of a high standard and that there was good evidence that information from these was being used to inform multi agency planning. Engagement with advocates by young people in care who go missing is good. Return home interviews are undertaken by advocates and so the fact that so far twelve young people have subsequently made a self referral for an advocate reflects well on the development of these positive relationships
- 5.16** An example of the impact of services is evident with children in care. An analysis of the 29 children in care, who have had three or more missing episodes in one or more months from March to August 2017 inclusive, shows that in the period March to May 2017, 21 of the 29 young people had at least one month where they went missing on three or more occasions. Of these, only seven young people (33%) have also had three or more episodes in at least one month between June and August 2017. This demonstrates that intervention is having impact on reducing further missing episodes.
- 5.18** Only eight young people had three or more episodes in a month between June and August 2017 which is a significant reduction from the 21 between March and May 2017. The above indicates that for the majority of young people there is a positive improvement in the reduction of missing episodes with 14 (66%) of the 21 for whom there was most concern in March to May 2017 having significant reductions in the frequency of missing episodes.

## **6. How far do partner agencies have the capability and capacity to respond to CSE?**

- 6.1** There is evidence of robust partnership working from the CSE sub-group, the work of the PVYP, work with the faith, voluntary and community sector and through the work of the Industry Sector Group. Partners continue to view CSE as a high priority with attendance at the CSE sub-group high. The work of the group in the last year has ranged from updating of the CSE strategy, providing training and awareness, developing the multi-agency dataset and benchmarking against national and local authority reviews to ensure Doncaster has best practice in place. The new strategy has now been approved by DSCB.
- 6.2** The Industry Sector Group continues to engage with the sector. Now over 1000 taxi drivers have been trained and all new drivers receive CSE training as part of the licence application process. The National Landlords Association have ensured that 7 Inspectors have received training and



during a process of carrying out 200 inspections of properties reported two concerns about children which have been followed through. Seventeen staff at Doncaster Interchange received training from the CSE team and as a result has taken action in relation to young people in that area. Future work will be taking place with hoteliers and a hotel manager from a well-known Doncaster hotel has joined the group. Work undertaken with hotels to test out the training received showed that in most cases the hotels undertook robust action. Where they did not this has been followed up with further training.

## **7. How effective is our work in disrupting and prosecuting perpetrators?**

**7.1** A pro-forma for submitting intelligence has been distributed throughout the partnership and staff are encouraged to utilise this to submit information they feel the police should be aware of that does not directly relate to ongoing child at risk cases. The forms are submitted directly to the police intelligence unit who can then assess it and submit it as NIR's (Intelligence Reports) for Lynx (Police Systems) where appropriate. So far there has been a limited take up of this and work will continue to promote the use of the form.

South Yorkshire Police uses a variety of methods to disrupt perpetrator behaviour including investigation and prosecution, abduction notices (43 have been served in the year to date), education and training, test purchase operations and on occasion directed surveillance.

**7.2** A fortnightly CSE meeting takes place in Doncaster for tactical managers with partner agencies aligned to the Safer Stronger Doncaster Partnership. This is the THRIVE meeting (Threat, Harm, Risk, Investigation, Vulnerability and Engagement). There are various departments present including Local Policing Teams, Intelligence Department, Offender Management, Covert Management, Youth Offending Teams, Missing from Home Co-ordinators and PVP Child Abuse Investigation Unit. The set agenda covers the Victim, Location, Offender principle and enables the inclusion of risk areas eg. missing persons. The actions schedule ensures emphasis upon ownership, action and updates.

**7.3** Actions are raised from the discussion at THRIVE and those actions are covered within the above topics. They are owned and then updated within a maximum of 14 days dependent upon the urgency. This structure has paid dividends in either confirming or negating any CSE offences/risk. This also enables the management of the risk whether that be through proactive patrols either overt or covert in hotspot areas or the offender supported visits through either the Local Policing Teams or the Offender Management Unit.

**7.4** The meeting is specifically intelligence led and enables a record of the intelligence received and the dissemination of this along with the action taken and resulted. An example is a fast food delivery driver operating within Doncaster. Intelligence related to him being seen in the company of teenage girls delivering food. The CSE meeting enabled the fast track direction regarding action to be taken and ownership. The Offender Management Team owned the individual and location whilst the Child Abuse Investigation Teams owned the investigation and objectives set relating to the investigation. Evidentially there was nothing to support the male exploiting children. Attention upon the individual curtailed his use of young girls whilst working. None of the girls disclosed offences and there were no witnesses. Regardless of the outcome the process

worked and the circulations on iBrief ensured that Local Policing Teams were aware. Activity also acted as a reassurance to public who were clearly reporting instances.

**7.5** The meeting enables transparency and ownership of the issue. It highlights throughout the departments and CSE risk within Doncaster. As a result of this meeting urgent updates are provided on the Police iBrief system which enables all officers and members of staff to be aware within a short period of time.

**7.6** High risk offenders are managed by the Integrated Offender Management Programme whereas the young people deemed at highest risk of CSE are managed by PVYP (see 5.6).

**Offender Outcomes year to date**

District	Charged	Caution/RJ	Further Action by Another Agency	Named Suspect, Evidential Difficulties (Police Decision)	Named Suspect, Evidential Difficulties (CPS Decision)	No Suspect Identified – Investigation Complete	Named susp. victim does not support police action	Investigation not in public interest	Total
Doncaster				2	1		1		4

**Number of Abduction Notices issued**

District	Q3 16/17	Q4 16/17	Q1 17/18	Q2 17/18	Total
Doncaster	8	9	16	16	49

**8. How effective is our information sharing?**

**8.1** The sharing of information between partners has been overseen by the CSE sub-group with effective sharing taking place within the MASH, CSE Team, PVYP as well as across partners linked to DSCB and SSDP.

**8.2** PVYP has widened its terms of reference again in 2017 to now include children at risk of criminal exploitation and are currently mapping children who are connected to a number of Organised Crime Groups (OCG’s). The panel continues to share information on the most vulnerable children and ensures there is a coordinated multi-agency response.

**8.3** The benefits of a co-located multi agency CSE team allows for the principle of sharing information and enables partners to access each other’s data bases and respond quickly to situations, deploying resources where this is needed. The flow of information within the team and from outside agencies allows the team to develop a profile of CSE within Doncaster.

**9. How effective is our multi-agency training for responding to CSE?**

**9.1** A large amount of training and awareness raising has been undertaken across all sectors of the work force and community. Level 3 CSE training provided to those who work primarily within the safeguarding arena is now delivered directly by the CSE team.

### **Attendance at Level 3 CSE Training 2017 by Agency**

	<u>Apr</u>	<u>May</u>	<u>Jun</u>	<u>Jul</u>	<u>Oct</u>	<u>Totals</u>
DCST	14	11	6	9	4	44
DMBC	2	3	1	4	1	11
RDASH	2	5	4	8	3	22
VCS	4	8	8	4	8	32
Education		1		5	5	11
St Leger		1		1		2
DBTH		1			2	3
SY Police		1				1
Doncaster College					1	1
CAFCASS					1	1
	<b>22</b>	<b>31</b>	<b>20</b>	<b>31</b>	<b>24</b>	<b>128</b>

**9.2** A standardised evaluation tool is used for all DSCB courses. Practitioner feedback to CSE courses is generally very good with the vast majority of respondents either strongly agreeing or agreeing that the course was a good use of their time. In terms of “learning” the majority of respondents indicated that they had gained knowledge and skills from attending. A key aspect of “training transfer” is the delegates are supported in the using the knowledge and skills gained. Generally, responses indicate that this is the case. In terms of overall impact of the CSE training, the vast majority of delegates felt that the training provided would have a positive impact on their practice and that they would be able to use the skills gained.

### **10. How effective are our quality assurance arrangements?**

**10.1** Quality assurance arrangements continue to progress well and provide robust oversight of the quality of the work undertaken. The DSCB CSE sub-group has used the findings from a number of National and Serious Case Reviews from other Local Authority areas as a way of assuring that best practice is in place in Doncaster. The DSCB has used its biennial self-assurance process to challenge partners regarding the actions they have taken to tackle sexual abuse. Responses showed that all partners are taking action to ensure training is in place and that staff understand processes to follow.

**10.2** In December 2014, the DSCB undertook a multi-agency audit of the work of the CSE team. A re-audit took place in March 2016 which evidenced improvements in practice. The audit group felt confident that the practitioners knew the signs and risk indicators of child sexual exploitation and this was articulated in referrals, assessments, case file recording and supervision within all

agencies involved. The response demonstrated by agencies was appropriate, timely and children had been kept safe. Tenacious practice was evidenced to disrupt activity of perpetrators and appropriate action had taken place.

**10.3** The Doncaster Children's Services Trust undertook an internal audit of CSE in September 2016 and a further sample of CSE cases in August 2017. This latest audit found that overall performance was continuing to improve. For example it found that:

- In 97% of cases had an up to date assessment on file compared to 47.3% previously.
- There was consistent evidence of timely strategy meetings taking place whereas only 23.3% of children had previously been the subject of a strategy meeting.
- In September 2016, there were no cases where a safety network was identified. In August 2017 however 64.7% of cases a safety network was in place for the young people.
- There was an improvement in quality in relation to DCST's response to young people who regularly go missing from September 2016's audit which noted a variable quality in terms of Return Home Interviews.
- Multi agency working was also seen to have improved. In 88.2% of cases where child sexual exploitation is a factor there has been a multi-agency approach to meetings and reviews of plans

Such progress indicates that learning from audit is supporting improved performance.

## **11. How effective is the strategic leadership of Doncaster's response to CSE?**

**11.1** The strategic leadership of Doncaster's response to CSE remains strong and has been strengthened over the past 12 months. The CSE sub group has established more formal links with the new Safer Stronger Doncaster Partnership (SSDP) structure and reports routinely into the SSDP.

**11.2** Strong links continue to exist between strategic leads across partners and escalation and challenge processes have been introduced that have proved effective when utilised particularly when dealing with high risk vulnerable missing children. The Director of Performance, Quality and Innovation within DCST and Doncaster Police Partnership Superintendent meet on a regular basis to discuss operational/strategic challenges.

The use of THRIVE, PVYP, and the CSE team all continue to demonstrate a robust partnership approach to CSE in Doncaster that is supported at a senior level.

## **12. Next Steps**

**12.1** The CSE Group continues to develop those priorities set at the beginning of 2016/17. The key objectives moving forward will be to:

- Develop work with the voluntary and community sector

- Continue to implement the communications strategy
- Further develop links with hotels
- Continue to work with the LGBT community and the emerging male victim cohort
- Widen the scope of the CSE Sub-group to focus on modern slavery and criminal exploitation

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**To the Chair and Members of the  
CHILDREN AND YOUNG PEOPLE'S OVERVIEW AND SCRUTINY PANEL**

**Summary of the High level quarterly performance challenge meeting of Doncaster Children's Services Trust: Quarter 2 2017/18**

<b>Relevant Cabinet Member(s)</b>	<b>Wards Affected</b>	<b>Key Decision</b>
Councillor Nuala Fennelly Cabinet Member for Children, Young People and Schools	All	None

**EXECUTIVE SUMMARY**

1. This report provides a summary of the business of the High level Quarterly Performance challenge meeting (Quarterly Performance Monitoring) of the Doncaster Children's Services Trust (the 'Trust') in Quarter 2 of 2017/18.

**EXEMPT INFORMATION**

2. Not exempt.

**RECOMMENDATIONS**

3. The Panel is asked to:
  - i) Note the content of the report;
  - ii) Review with the Director of People the outcomes of the discussions which have taken place within the Quarterly Performance Monitoring meeting and the next steps;
  - iii) Use the information in this report and from the Director of People in order to enhance its understanding of the Trust's improvement journey.

**WHAT DOES THIS MEAN FOR THE CITIZENS OF DONCASTER?**

4. The Overview and Scrutiny function has the potential to impact upon all of the Council's key objectives by holding decision makers to account, reviewing performance and developing policy. This is achieved through making robust recommendations, monitoring performance of the Council and external partners and reviewing issues outside the remit of the Council that have an impact on the residents of the borough.

**BACKGROUND AND CURRENT POSITION**

5. The arrangements by which the Trust is held to account are extensive and far reaching – a point reaffirmed by Ofsted in its inspection report on the arrangements for children in need of help and protection and children in care (September 2015).

The requirements specified in the contract (as amended) comprise:

- A performance and finance review meeting on a monthly basis.
- Joint Quarterly Performance monitoring meetings Chief Executive / Director and Assistant Director level of the Council and Trust embracing finance and operations

as a focus, but including contract monitoring more widely, at which performance is forensically challenged and issues referred for 'deep dive' investigation, or escalated to the high level meeting, should there be any areas of concern.

- A high level Quarterly Performance meeting at chief officer and non-Executive level, where operational, financial and Quality assurance is monitored.
- A requirement placed upon the Director of People to report to the Scrutiny Committee on the Trust's performance twice per annum with the requirement for the Chief Executive of the Trust, or his/her representative, to attend to respond to the issues raised in that report.

Both the Joint Performance and Finance meeting and the High level Quarterly Performance Monitoring share overarching principles to ensure joint leadership and management to improve outcomes and value for money for children and young people across the partnership and thereby ensure robust contract management. Both meetings share principles of collective responsibility, mutual respect and support and a desire to explore opportunities for innovation, best practice and integrated working.

## **QUARTERLY PERFORMANCE MONITORING MEETING**

6. The next meeting is scheduled to take place on 29th November 2017 at which the following items will be discussed:

6.1 The re-inspection of Services for children in need of help and protection was notified on 9th November, 2017 and commenced on 13th November, 2017 for the period until 24th November, 2017. The Quarterly Performance Monitoring will review the indicative outcomes from the inspection and the report will be formally published on 19<sup>th</sup> January 2018. More detailed feedback from the inspection will be brought to future meetings.

Services for children in need of help and protection were inspected in September 2015 when the Local Authority was judged as 'Requires Improvement' in the areas of Leadership, Management and Governance and children looked after and care leavers, with an overall judgment of 'Inadequate'.

The draft embargoed re-inspection report will be provided to the Director of Children's Services and the Chief Executive of the Trust on 22nd December, 2017 for a check as to factual accuracy and the final version will be made public and published on the Ofsted website on 19th January, 2018.

6.2 Performance Report

There has been consistent good performance in the following, which will be reported at the Quarterly Performance Monitoring meeting:-

- Case File audits – proportion of audits rated as 'good or better';
- Children placed on a Child Protection plan for a second time within a two year period;
- Children in care placement stability;
- Care leavers in suitable accommodation;
- The three youth offending measures (those in employment, education and training; custody rates and the reoffending rate)

The following areas of activity, or performance, continue to be monitored, due to the overarching challenge of high demand pressures within the social care system:



The number and rate of contacts and referrals to the Trust remain high, which has implications for the volume of re-referrals into social care which are showing an increase and which are now higher than all comparator averages. The 2016/17 outturn has produced some unusual fluctuations among other similar Authorities, which is being investigated. There remains an ongoing problem with the appropriateness of contacts made to Social care, with relatively few proceeding to assessment for social care intervention. A deep dive investigation is being carried out by the Early Help Strategy group into the 'Step Up / Step Down' process, to ensure that children receive timely early help support and do not reappear as social care re-referrals. In addition, resource has been invested to improve partner application of thresholds where referrals are made.

High demand levels have impacted negatively on the timeliness of the social care assessment process, albeit timeliness is still better than all benchmark comparators. A temporary social worker resource has been secured to address caseload levels in social work teams.

The number and rate of children in need and children in care is reflective of demand pressures in the social care system. The number and rate of children in care is rising nationally, where this is the ninth consecutive year of increase. The Quarterly Performance Monitoring meeting will be reassured that the rising number of Children in Care is not due to poor adoption performance, risk aversion or inappropriate application of thresholds. Other contributing factors are Foster Care proceedings, placing Children in Care where previously there would have been Special Guardianship Order.

The rising rate of Children in Need is against a backdrop of increasing early help take up, with 'Neglect' the most prominent presenting issue. However, there is no suggestion of inappropriate application of thresholds, or drift and delay in the system and the number of external validations confirms that practice is not a contributing factor.

### 6.3 Quality and Audit report

The Trust provides a regular audit report on the two strands of case audit activity: - A monthly sample of 50 cases and a thematic audit of additional cases. The improving signs indicated in the Quarter 1 report continue with a further improvement both in this measure and in the proportion of cases rated as 'good' and with a continuing trend of fewer cases rated as 'Inadequate'. The Quarterly Performance Monitoring meeting will be reassured that the decreasing number of cases which are 'Inadequate' have immediate action plans put in place that are monitored to completion by the responsible Head of Service, with an independent audit on progress within six months. Inadequacies in thematic audits are addressed by the relevant Agency. The Doncaster Safeguarding Children's Board receives a regular report of the audited cases from the Doncaster Children's Services Trust and regularly reviews the quality of Multi Agency thematic audits at its Quality and Performance Sub Group.

### 6.4. Finance, including financial sustainability

At quarter 2 Doncaster Children's Services Trust are projecting a year-end overspend of £1.63m; this is a reduction of £0.23m since quarter 1. This overspend takes into account the additional £1.1m provided at the beginning of the year to fund increased activity on the care ladder based on modelling submitted as part of the annual review.

Detailed discussions are taking place at the Joint Performance and Finance meetings to understand these pressures and actions being taken to manage the expenditure.

The main challenge is the high numbers of looked after children; at the end of August, 539 children were looked after (82.3 per 10,000 children); this is an increase from 512 (78.6 per 10,000 children) at 31 March 2017. The national rate is 60 per 10,000 and the average for statutory neighbours is 76 per 10,000 (although the variation in this cohort is marked, with some authorities having rates over 100 per 10,000). Although not all looked after children will require additional funded support, where the cost can vary significantly, it is a good indication of the overall volume increase and pressure in the system.

The overspend is due to increased volume in the care ladder mainly on Out of Authority placements, 18+ and Children in Care transition accommodation. The Out of Area overspend is £1.5m, although the average cost is less than the unit contract value, the forecast average activity is 31 placements compared to 21 Out of Area placements in the contract (actual activity at Sept 17 is 31 placements). Actions being taken to reduce the pressures include joint work with St Leger and Doncaster Metropolitan Borough Council to identify/develop properties which can be utilised to provide supported accommodation for care leavers and setting up a satellite home which is less expensive than an out of authority placement. The Trust are also actively looking at ways to generate additional income to offset the pressures.

The Council have agreed funding of £2.39m over the next three years to cover the Trust's supplementary resource requirements for "getting to good", continuation of the Growing Futures, Pause and Mockingbird approaches to work (Mockingbird has also successfully secured Department for Education funding). The Trust are due to provide a draft benefits realisation framework for the next Joint Performance and Finance, which will enable the group to monitor the impact of the additional funding on the outcomes.

The Council overspend is £1.1m (70%/30% risk share); although the actual pressure is likely to be higher because the Trust do not have the reserves for the remaining 30%. The Council is currently agreeing additional one-off funding for the increased activity this financial year.

The Trust's Medium Term Financial Strategy and Capital Strategy is currently being developed and discussed with the Council in preparation for the Council budget meeting on the 21<sup>st</sup> December, 2017.

## **ANNUAL CONTRACT REVIEW**

7. The Annual Contract Review, which the Secretary of State requires the Local Authority to carry out each year on the operation of the Trust, confirmed on 14th March, 2017 the approval of the following:-

Since the last Annual Contract Review

- Transfer the Family Support function from Doncaster Metropolitan Borough Council to Doncaster Children's Services Trust;
- Revise the basket of key performance indicators.

Both of the above are included in the Quarterly Performance Monitoring meeting as standard agenda items and performance was reported from Quarter 1 2017/18.

- Change the mechanism for the governance and accountability of the contract; Revised Terms of Reference for Joint Performance and Finance meetings identify reviews to be undertaken and reported into Quarterly Performance Monitoring meeting for challenge at director level.

A timetable has been produced for this year's Annual Contract Review which commenced with a pre-meeting at the Joint Performance and Finance Meeting on 1<sup>st</sup> November 2017, where methodology and the time-line for report submissions were agreed.

Following a period of collation of individual reports, a final draft version is on the agenda for the Quarterly Performance Monitoring on 29<sup>th</sup> November 2017. This allows time for The Trust to service a counter notice should amendments be required and ensure the deadline for submission is met.

Due to the Ofsted inspection taking place during the timeframe for the Annual Contract Review process, a proposed revised timetable has been developed. The proposal is to request an extension of the submission date to the end of January 2018, from the Secretary of State.

## **SPECIFIC AREAS OF INVESTIGATION**

### **8. Oaklands Short Breaks unit – annual monitoring, evaluation and quality audit.**

As detailed in the Service Specification of June 2016, an annual review of the service took place on 13<sup>th</sup> July 2017. The review consisted of a three pronged approach; analysis of the monthly monitoring data received from the service provider, a contract compliance check (including policies and process) and an audit of quality.

The framework used for the process was shared with The Trust at the Joint Performance and Finance on 9<sup>th</sup> August 2017

A draft report was produced and an action plan developed to progress outstanding actions. This has been followed up by meetings with the Service Manager and Head of Service and a further visit to Oaklands. The report is included as an agenda item on the Quarterly Performance Monitoring 29<sup>th</sup> November 2017.

The main focus areas consisted of:

- Referral pathways – to enhance the communication and referral process with the Short Breaks Service through the SEND panel.
- Performance monitoring data and outcomes monitoring – review the monthly data return to allow the analysis of occupancy and attendance and to be able to set outcome measures to realise value for money.

## IMPACT ON COUNCIL'S KEY OBJECTIVES

9.

Outcomes	Implications
<p>All people in Doncaster benefit from a thriving and resilient economy:</p> <ul style="list-style-type: none"> <li>• Mayoral priority – creating jobs and Housing</li> <li>• Mayoral priority: Be a strong voice for our veterans</li> <li>• Mayoral priority: protecting Doncaster's vital services</li> </ul>	<p>The Council and the Trust as major partners in the Children and Families Partnership Board share the Children's plan outcome that all children should achieve their potential – in removing barriers and developing good quality service delivery children will be able to access the benefits of a thriving economy and will themselves be participants in creating and sustaining the strength of the economy.</p>
<p>People live safe, healthy, active and independent lives:</p> <ul style="list-style-type: none"> <li>• Mayoral priority: Safeguarding our Communities</li> <li>• Mayoral priority: Bringing down the cost of living</li> </ul>	<p>Ensuring children and young people are free and feel from harm are key ambitions of both the Council and the Trust.</p>
<p>People in Doncaster benefit from a high quality built and natural environment:</p> <ul style="list-style-type: none"> <li>• Mayoral priority: creating jobs and Housing</li> <li>• Mayoral priority: Safeguarding our communities</li> <li>• Mayoral priority: bringing down the cost of living</li> </ul>	<p>Delivering against the service delivery contract between the Council and the Trust has clear implications for safeguarding communities, in reducing risk and exposure of risk to children; improved early help and thus better outcomes for families.</p>
<p>Working with our partners we will provide strong leadership and governance</p>	<p>Ofsted, in its inspection report commented favourably on the relationship and governance arrangements between the Council and the Trust, recognising that formal arrangements for monitoring and challenge exceed the requirements set out in the contract between the two organisations.</p>

## RISKS AND ASSUMPTIONS

10. Strategic Risk SR 14 provides an overall assessment as to the safety and risk of harm for children and young people in need of help and protection in the borough and thereby the likelihood of an 'Inadequate inspection' occurring.
11. Children's services (save for a small element of the inspection of training provision by the Council) remains the only statutorily inspected area of commissioning and delivery and is the most regulated of all Local authority services being subject to either, singly, or jointly, no less than seven inspection frameworks. This in itself provides an additional layer of risk management, via assessment, challenge and assurance, which is not replicated for other Council services.

## LEGAL IMPLICATIONS

12. In September 2014, the Secretary of State for Education issued a Direction

transferring various children's services to Doncaster Children's Trust Limited ("the Trust"). Although the Trust performs Services on behalf of the Council, the legal powers and duties in relation to safeguarding children remain with the Council and court proceedings continue to be brought in the name of the Council.

13. On 30th September 2014, the Council entered into a contract with the Trust governing the provision of services by the Trust. The contract with the Trust contains various monitoring powers so that that the Council can assure itself that services are being delivered correctly.

Since 2014 further services have also been transferred into the Trust including support for Children with Disabilities and Early Help.

## **FINANCIAL IMPLICATIONS**

14. Doncaster Children's Services Trust's current financial position is outlined in paragraph 7.5. On a regular basis the Council is meeting with Doncaster Children's Services Trust to review the financial position and is receiving regular financial updates. The Trust provide a quarterly finance report which provides care ladder information including updates on average price, growth, care leavers, and the movement on the care ladder.

## **EQUALITY IMPLICATIONS**

15. Whilst there are no direct implications, the support to vulnerable young people in Doncaster are indirect and promote equality of opportunity. The work of the Trust supports these vulnerable young people.

## **CONSULTATION**

16. None applicable.

## **ATTACHMENTS**

17. 'None

## **CONTACT OFFICERS AND REPORT AUTHORS**

Paul Thorpe, Quality and Service Improvement Manager,  
Commissioning and Business Development,  
Telephone: 01302 862116  
Email: paul.thorpe@doncaster.gov.uk

Angela Harrington, Commissioning Manager (Design and Delivery),  
Telephone: 01302 862676  
Email: angela.harrington@doncaster.gov.uk

## **Background Papers**

Service delivery contract between Doncaster Council and Doncaster Children's Services Trust

**Damian Allen**  
**Director of People**

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**To the Chair and Members of the  
CHILDREN AND YOUNG PEOPLE’S OVERVIEW AND SCRUTINY PANEL**

**Association of Directors of Children’s Services (ADCS) – Annual Self-awareness  
and Challenge Process 2017**

<b>Relevant Cabinet Member(s)</b>	<b>Wards Affected</b>	<b>Key Decision</b>
Councillor Nuala Fennelly Cabinet Member for Children, Young People and Schools	All	None

**EXECUTIVE SUMMARY**

1. This report provides a description of the ADCS self-assessment challenge exercise and a summary of the process which is carried out by the Council and the Trust to support this activity.

**EXEMPT INFORMATION**

2. Not exempt.

**RECOMMENDATIONS**

3. The Panel is asked to:
  - i) Note the content of the report.
  - ii) Review the outcomes of the discussions which have taken place to establish priorities and the next steps in the challenge process.
  - iii) Request an update of the results of the challenge activity and how this will be applied to the Council and the Trust’s programme of self-improvement.

**WHAT DOES THIS MEAN FOR THE CITIZENS OF DONCASTER?**

4. The Overview and Scrutiny function has the potential to impact upon all of the Council’s key objectives by holding decision makers to account, reviewing performance and developing policy. This is achieved through making robust recommendations, monitoring performance of the Council and external partners and reviewing issues outside the remit of the Council that have an impact on the residents of the borough.

**BACKGROUND AND CURRENT POSITION**

5. In the past few years, following the abandonment of the national performance frameworks there has been an increasing emphasis on sector led improvement (SLI).
6. Sector led improvement demonstrates that local agencies take service improvement seriously and take responsibility for their own performance. It also demonstrates that agencies are not merely reactive to poor performance, or inspection regimes, but that

service improvement is a continuous process, which underpins planning, performance monitoring and inspection activity. A good system of SLI is indicative to inspection regimes that agencies are managing risk and are well sighted on the issues which matter, this is especially important in a climate where inspections are becoming more risk based and proportionate. SLI is also important in sharing sectoral expertise, resources and support between agencies and provides the opportunity for creativity and innovation in the future design, commissioning and delivery of services.

7. The range of SLI activity is wide, but is essentially caught by the following:-

- Self-assessment;
- Peer challenge and support
- Learning from best practice;

### **THE ANNUAL ADCS SELF AWARENESS AND CHALLENGE PROCESS**

8. The Council and Trust are both consistent participants in the ADCS annual challenge process, as part of both organisations' commitment to SLI

8.1 The ADCS self-awareness exercise comprises the compilation of a template which identifies the Children's Services Authority's improvement journey in which the following are identified:-

- Six jointly agreed (between the Trust and the Council) core Strengths and Areas for improvement, with a supporting explanatory narrative;
- Changes during the last year to our improvement journey;
- Risk to continued improvement and its sustainability
- Contextual information which underpins and evidences the effectiveness or otherwise, of service delivery.

8.2 Preparation is underway to compile the template document, with officers in the Council and the Trust considering the composition and priority order of service performance. The template is compiled as a single joint Council and Trust self-assessment of performance in Doncaster. The template is subject to sign off by both senior leadership teams and by the Council's Chief Executive Officer, before being submitted to the regional ADCS network on 1<sup>st</sup> December, 2017.

The 2016 selected strengths in priority order were as follows:-

- Vision, ambition and leadership;
- Adoption;
- Quality Assurance framework;
- Youth Offending;
- CiC care management and outcomes;
- Quality and / or sufficiency of Early years provision;

The 2016 selected areas for improvement were as follows:-

- Commissioning
- Improving educational outcomes KS 1- KS 4;
- Partnership Early Help offer;
- Child Health issues



- Safeguarding, Child Protection, emotional wellbeing;
- School governors.

### 8.3. Next steps – the regional challenge event

Each of the 15 submitted challenge templates are distributed and considered by other LAs in the region at an event in January each year, at which senior leaders from each LA area engage in a challenge process. Each LA partners with a randomly selected LA and are challenged by a small but wider group of LAs as to the justification for selection of strengths and areas for improvement. This challenge for the selection is considered against a range of performance and intelligence indicators, other potential other service areas that could have been chosen, whilst also considering what the LA is doing currently to achieve its current success, which could be shared as learning as best practice with others performing less well..

Following appropriate challenge, a Local Authority may be requested to reconsider its listings of strengths and areas for development and/or its priority ordering.

### 8.4. Next steps – the DCS regional review and subsequent improvement activity

Following the ADCS challenge day the region's Directors of Children's Services consider the compiled results from the challenge day and whether and to what extent, this is a true and shared reflection of regional performance; how and to what extent the region can capitalise on its strengths and address its areas for improvement and which is then turned into a regional listing of the most common and most pressing, or 'wicked' issues, in need of resolution. This agreed listing of 'wicked issues' informs improvement activity over the following 12 months, which will feed into the following:-

- A programme of peer reviews, in which a small delegation of senior officers and members from other LAs, review performance and make suggestions for improvement on specified service areas in a particular LA area. In 2016 Doncaster requested a peer review of its Virtual School provision for Looked after children.
- A programme of task and finish groups to capture the three most common 'wicked issues' across the region. These groups seek to explore ways to resolve disappointing performance, utilising systems thinking and resource allocation across the region, whilst maximising and sourcing external expertise and advice; this advice is then shared among LAs to unblock, long term issues.

The 2016 three 'wicked issues' on which regional task and finish groups are currently working are as follows:

- Placement sufficiency
- Educational attainment at key stages 1 and 2
- Outcomes for vulnerable groups.

## 9. IMPACT ON COUNCIL'S KEY OBJECTIVES

Outcomes	Implications
<p>All people in Doncaster benefit from a thriving and resilient economy:</p> <ul style="list-style-type: none"> <li>• Mayoral priority – creating jobs and Housing</li> <li>• Mayoral priority: Be a strong voice for our veterans</li> <li>• Mayoral priority: protecting Doncaster's vital services</li> </ul>	<p>The Council and the Trust as major partners in the Children and Families Partnership Board share the Children's plan outcome that all children should achieve their potential – in removing barriers and developing good quality service delivery children will be able to access the benefits of a thriving economy and will themselves be participants in creating and sustaining the strength of the economy.</p>
<p>People live safe, healthy, active and independent lives:</p> <ul style="list-style-type: none"> <li>• Mayoral priority: Safeguarding our Communities</li> <li>• Mayoral priority: Bringing down the cost of living</li> </ul>	<p>Ensuring children and young people are free and feel from harm are key ambitions of both the Council and the Trust.</p>
<p>People in Doncaster benefit from a high quality built and natural environment:</p> <ul style="list-style-type: none"> <li>• priority: bringing down the cost of living</li> </ul>	<p>Delivering against the service delivery contract between the Council and the Trust has clear implications for safeguarding communities, in reducing risk and exposure of risk to children; improved early help and thus better outcomes for families.</p>
<p>Working with our partners we will provide strong leadership and governance</p>	<p>Ofsted, in its inspection report commented favourably on the relationship and governance arrangements between the Council and the Trust, recognising that formal arrangements for monitoring and challenge exceed the requirements set out in the contract between the two organisations.</p>

## RISKS AND ASSUMPTIONS

10. Strategic Risk SR 14 provides an overall assessment as to the safety and risk of harm for children and young people in need of help and protection in the borough and thereby the likelihood of an 'Inadequate inspection' occurring.
11. Children's services (save for a small element of the inspection of training provision by the Council) remains the only statutorily inspected area of commissioning and delivery and is the most regulated of all Local authority services being subject to either, singly, or jointly, no less than seven inspection frameworks. This in itself provides an additional layer of risk management, via assessment, challenge and assurance, which is not replicated for other Council services.

## LEGAL IMPLICATIONS

12. In September 2014, the Secretary of State for Education issued a Direction transferring various children's services to Doncaster Children's Trust Limited ("the Trust"). Although the Trust performs services on behalf of the Council, the

legal powers and duties in relation to safeguarding children remain with the Council and court proceedings continue to be brought in the name of the Council.

13. On 30th September 2014, the Council entered into a contract with the Trust governing the provision of services by the Trust. The contract with the Trust contains various monitoring powers so that that the Council can assure itself that services are being delivered correctly.

Since 2014 further services have also been transferred into the Trust including support for Children with Disabilities and Early Help.

### **FINANCIAL IMPLICATIONS**

14. There are no specific financial implications arising from the recommendations detailed in this report.

### **EQUALITY IMPLICATIONS**

15. Whilst there are no equality implications directly arising from this report, a primary objective of service improvement is to narrow the gap in outcomes between disadvantaged groups of children and those who do not suffer disadvantage.

### **CONSULTATION**

16. None applicable.

### **ATTACHMENTS**

17. None

### **CONTACT OFFICER AND REPORT AUTHOR**

Paul Thorpe; Quality and Service Improvement Manager,  
Commissioning and Business Development,  
Telephone: 01302 862116  
Email: paul.thorpe@doncaster.gov.uk

### **Background Papers**

Service delivery contract between Doncaster Council and Doncaster Children's Services Trust

**Damian Allen**  
**Director of People**

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## To the Members of CYP Overview & Scrutiny

### Education & Skills Commission and Social Mobility Opportunity Area (SMOA)

Relevant Cabinet Member(s)	Wards Affected
Councillor Nuala Fennelly Lead Member for Children, Young People and Schools	All

### EXECUTIVE SUMMARY

1. This report has been presented to update O&S on progress on the Education & Skills Commission and Social Mobility Opportunity Area (SMOA).
2. In January 2017, Mayor Ros Jones announced the formal response to the independent One Doncaster Report. In the same month, Doncaster was awarded SMOA status by the Department for Education. This report sets out the progress made to date in terms of implementing the recommendations of the One Doncaster report, and also how this aligns with the structure and intent of SMOA in the borough.

### RECOMMENDATIONS

3. It is recommended that O&S note the progress to date and endorse the direction of travel for the development of the two programmes of work.

### WHAT DOES THIS MEAN FOR THE CITIZENS OF DONCASTER?

4. The Education & Skills Commission and SMOA seek to improve educational attainment in the borough, to increase social and cultural capital of children and young people, ensure that the skills that young people develop are well placed to meet the needs of the job market, and to make sure that schools in Doncaster can thrive.

### BACKGROUND

5. The Education and Skills Programme was established as a result of the recommendations from the One Doncaster Commissioners Report, published in October 2016. Following Doncaster Council's response document to the One Doncaster report, the Programme was structured around three work-stream priorities: Improving Childhood, Strengthening Schools and Strengthening Routes to Work. Under each of these priorities, a series of projects were developed to deliver the programme objectives. All of this preceded the establishment of the Doncaster Opportunity Area as part of a wider drive by the Department for Education to improve social mobility.

6. The Education & Skills Programme Board was established in shadow form in July 2017, meeting monthly thereafter. The Board has carried out its duties and delivered the first phase of the programme including:
  - Bringing partners together to agree a common set of outcomes for education and skills in Doncaster.
  - Communicating with key stakeholders including politicians to provide information and raise the profile of Doncaster in the education and skills setting.
  - Providing a productive setting to debate and challenge issues to agree appropriate future approaches.
  - Producing the first stage of the delivery plan, to be developed further and delivered in phase 2.
  - Providing a framework to connect planning, decision making and resources.
  - Taking responsibility for commissioning activity to deliver agreed objectives.
  - Responding and aligning to the major DfE Opportunity Area programme announced in January 2017.
  
7. The status of delivery, and an assessment of the readiness of the Education & Skills programme to deliver, was presented to the Q2 Assurance Board for Learning. A copy of this report is attached to these papers.
  
8. The Delivery plan was shared with ESPB in the September and October Board meetings. As a consequence of the discussions that took place within the meetings, work is underway in order to:
  - Improve alignment to the Social Mobility Opportunity Area Programme and other programmes across the wider Doncaster Growing Together Learning policy area.
  - Avoid duplication.
  - Provide clarity regarding governance arrangements.
  - Provide assurance for the ongoing programme management.
  
9. The Social Mobility Opportunity Area Programme is focused on four priority themes: Building Solid Foundations at primary school; Brilliant Teaching and Leadership for all secondary school pupils; No Career Out of Bounds (post-16, careers IAG); and Opportunities extend to All (aspiration, ambition, character and resilience, including the more vulnerable children and those with high rates of exclusions). It is supported by two underpinning themes – collaboration and recruiting quality teachers.
  
10. Phase 2 of the programme is currently being finalised. A proposal on structure and governance will be taken to the Board meeting on 29<sup>th</sup> November which will set out a position for how the Education & Skills Programme and the SMOA will operate as we move from programme development to delivery in the new year. This phase will be supported by the newly recruited programme manager for the Opportunity Area, Robin MacNeill.

## **IMPACT ON THE COUNCIL'S KEY OUTCOMES**

11. There is strong correlation between the vision and ambition of the Education & Skills Commission and SMOA, and the council's key outcomes. The implications for these are set out below.

	<b>Outcomes</b>	<b>Implications</b>
	<p>All people in Doncaster benefit from a thriving and resilient economy.</p> <ul style="list-style-type: none"> <li>• <i>Mayoral Priority: Creating Jobs and Housing</i></li> <li>• <i>Mayoral Priority: Be a strong voice for our veterans</i></li> <li>• <i>Mayoral Priority: Protecting Doncaster's vital services</i></li> </ul>	<p>Young people are equipped to access education, employment or training</p>
	<p>People live safe, healthy, active and independent lives.</p> <ul style="list-style-type: none"> <li>• <i>Mayoral Priority: Safeguarding our Communities</i></li> <li>• <i>Mayoral Priority: Bringing down the cost of living</i></li> </ul>	
	<p>People in Doncaster benefit from a high quality built and natural environment.</p> <ul style="list-style-type: none"> <li>• <i>Mayoral Priority: Creating Jobs and Housing</i></li> <li>• <i>Mayoral Priority: Safeguarding our Communities</i></li> <li>• <i>Mayoral Priority: Bringing down the cost of living</i></li> </ul>	
	<p>All families thrive.</p> <ul style="list-style-type: none"> <li>• <i>Mayoral Priority: Protecting Doncaster's vital services</i></li> </ul>	<p>Children and young people enjoy improved social mobility</p> <p>Diminish the difference between disadvantaged and non-disadvantaged children and young people</p>
	<p>Council services are modern and value for money.</p>	
	<p>Working with our partners we will provide strong leadership and governance.</p>	<p>The distributed leadership across the Education &amp; Skills Commission between DMBC, Partners and Learning and Doncaster Chamber will ensure strong leadership and governance.</p>

## **RISKS AND ASSUMPTIONS**

12. There is a risk that without a co-ordinated plan of activity and investment for the next three years that social mobility will not improve for the children and young people of Doncaster. This risk is mitigated by the delivery plan that will be produced in January 2018 and supported by the working groups for each priority area, who will be responsible for the ongoing development and delivery of the Opportunity Area.

## **LEGAL IMPLICATIONS**

13. Doncaster is one of the opportunity areas chosen by the government which will create local partnerships with early years providers, schools, colleges, universities, businesses, charities and LAs to encourage social mobility. The council can access the new £3.5 million programme that will see the Education Endowment Foundation establish a research school for each of the 12 opportunity areas.
14. The Education Act 1996 places a duty on the Council as an education authority to promote high standards of education and fair access to education. It also has a general duty to secure sufficient schools in their area, and to consider the need to secure provision for children with SEN. This includes a duty to respond to parents' representations about school provision.
15. The local authority has a duty to make arrangements to establish the identities of children residing in the area who are not receiving suitable education (s436A Education Act 1996).
16. Under s10 of the Education and Skills Act 2008 a Local Education Authority must ensure its functions are (so far as they are capable of being exercised) exercised so as to promote the effective partnership in education and training of persons belonging to its areas who have left full time compulsory education but are not yet 18 and have not obtained a level 3 qualification (2 A levels).
17. To avoid clawback of the Social Mobility Opportunity Area funding, the terms and conditions attached to the funding must be complied with.
18. Further legal advice will be given as the project progresses.

## **FINANCIAL IMPLICATIONS**

19. SMOA brings with it £6m of funding, which will be distributed over the 3 years of the programme, and released against the priorities which are established for in the Delivery Plan.

## **HUMAN RESOURCES IMPLICATIONS**

20. There are no specific HR implications related to the content of this report. The council's recruitment and selection policies and procedures have been followed in recruiting to the Programme Manager post. If there are HR implications which relate to specific elements of the programme these will be addressed at the appropriate time.



## **TECHNOLOGY IMPLICATIONS**

21. There are no technology implications.

## **EQUALITY IMPLICATIONS**

22. Narrowing the gap between disadvantaged pupils and their more affluent peers lies at the heart of the Education & Skills Programme and the Social Mobility Opportunity Area. Both programmes have a focus on the need to ensure equity of access to opportunity for all pupils, whilst recognising the additional support that disadvantaged pupils need – be they from a low income household, a child in care, a young carer, or any other group that faces inequality due to their wider circumstances.

## **CONSULTATION**

23. The pre-diagnostic assessment of the strengths and challenges for social mobility in the borough were consulted on with stakeholders at an event on the 25<sup>th</sup> September. This feedback was then be incorporated into the draft delivery plan and further refined through four working groups which were established to align to the priority areas for action.

## **BACKGROUND PAPERS**

Q2 Assurance Board: Learning (Education & Skills)

## **REPORT AUTHOR & CONTRIBUTORS**


**David Ayre, Head of Service,**  
Strategy & Performance Unit  
Telephone: 01302 735412  
Email: [david.ayre@doncaster.gov.uk](mailto:david.ayre@doncaster.gov.uk)

**Damian Allen**  
**Director of People**



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**RAG KEY**  on track  mostly on track  currently off track

**OVERALL PROGRAMME STATUS**

- |  |  |
|--|--|
|  | <ul style="list-style-type: none"> <li>The Board has been established and is functioning well</li> <li>A high level 'delivery plan' has been developed</li> <li>The programme still requires further refinement at a programme level around benefits mapping, blueprints and stakeholder mapping; and at a project level to further define scope of projects and develop PIDs and project briefs</li> <li>Some roles are still to be assigned including Programme Manager for Social Mobility and the project managers for the whole programme.</li> </ul> |
|--|--|

**DAY ONE (01.10.17) POSITION STATEMENT PROGRESS**

RAG?	Getting Started: What Day 1 Looks Like	Comments
	<p><b>Improving Childhood</b></p> <ol style="list-style-type: none"> <li><b>100 Things to do before you're 11 and Children's University</b> Activities and process for implementation of this initiative to broaden young people's horizons outside of an education setting, to be agreed in principle. The scheme to recognise children's commitment to out of school activities is in place and operating well.</li> <li><b>Starting Well strategy</b> Strategy in place and ready for next steps implementation.</li> <li><b>Imagination Library</b> The book gifting programme has been in place for some time and has been positively received up to now.</li> <li><b>Good Childhood Index</b> To develop wellbeing surveys for year 6 to year 11 cohort to gain a detailed understanding of the needs and experiences of children and young people in Doncaster. To use this data to inform other projects and initiatives going forward.</li> </ol>	<ol style="list-style-type: none"> <li>Consultation with schools is taking place to agree the activities and process for how the initiative will be managed and recognised. The final plan for implementation will be in place by the end of the year. The communications and launch will follow in the Spring term 2018. There are opportunities in future to expand the Children's University concept and link in with the 100 Things to do before you're 11 project.</li> <li>Measures to be agreed and detailed implementation plan currently being devised.</li> <li>Further work to develop the next steps and legacy of the project after the funding comes to an end.</li> <li>To develop the basis of the initiative i.e. what do we want to find out from young people and then the mechanics for how the surveys and consultation will be undertaken.</li> </ol>
	<p><b>Strengthening Schools</b></p> <ol style="list-style-type: none"> <li><b>Teacher Recruitment and Retention</b></li> </ol>	<ol style="list-style-type: none"> <li>Data analysis of recruitment and retention issues has been undertaken.</li> </ol>

A focus on improving teacher recruitment and retention. Project plan to be developed and put in place.

**2. Raising aspiration and achievement strategy**

An agreed Raising Aspiration & Achievement Strategy – linking to a revised School Improvement Strategy and a successful phase 1 of the LA Reading Strategy. Part of this includes improving leadership as per below.

**3. Leadership and Management**

To start to develop a leadership and management training offer for all education settings and establish forums and events.

**4. Organisation of Learning Provision Strategy**

No longer entitled the School Organisation Strategy; this new strategy will capture all Learning Provision from Early Years through to post 16. Timescales to be agreed for next steps and future implementation of the Strategy.

Creation of a website to market the place of Doncaster alongside the teaching vacancy, with capability to establishing a pool of appointable teachers.

2. The priorities are being rationalised and agreed. The next steps will involve consultation with schools and partners in November 2017 and the report will go to SLT in December 2017.
3. The training offer and development of forums is work in progress currently. The Opportunity Areas team are working closely with the Local Authority and with the Regional Schools Commissioner team to bring collective focus on school improvement. The aim is to reduce by half the number of schools that are categorised as Schools Causing Concern and to improve the LA Ofsted Schools' profile. Sheffield Hallam University's South Yorkshire Futures programme also launched and aimed at providing the region with a strategic plan for improving education and skills across South Yorkshire and North East Derbyshire.
4. The Board will be the vehicle for ongoing formal consultation on the Strategy. Draft Terms of Reference were sent to schools last term. Requests for nomination or invitations to become members were sent to relevant groups last term. First meeting took place on 26 September and will meet at least half termly going forwards. Draft strategy will go to Cabinet for approval on 28 November.



**Strengthening Routes to Work**

**1. Skills Academy**

Establishment of second phase of Doncaster Skills Academy aimed at giving more young people real exposure to the world of work via a partnership between Doncaster Chamber of Commerce, businesses, schools and Doncaster Council.

**2. Post 16 Review**

The final report (expected March 2018) will include an options appraisal and series of detailed short and medium term recommendations on how Doncaster can seek to strengthen and improve the post-16 educational offer for children and young people in the borough. This will include what practical steps can be taken to lay the groundwork for longer term reforms, a clear view of baseline

1. The contract deliverables for Skills Academy are in the process of being signed off with Doncaster Chamber.
2. The post-16 review has been awarded to Dr Paul Lally. The work will run from the end of September to the end of February. Interviews with key stakeholder have already begun.
3. This work is in progress with an initial project brief being developed for discussion by end of October. This will lead on to the development of the strategy.
4. We have successfully bid for a project with the Open Data Institute for a

data and insight, compare it to regional and national data, identify the characteristics of successful post 16 education, and look at what is required for demand-led needs locally.

**3. HE strategy**

This will agree the structure and direction for the future of higher education in Doncaster. One particular focus will be around the potential for Doncaster to provide more degrees or to actually become a University town. To begin scoping out the scope for the strategy.

**4. Careers Information, Advice and Guidance**

To bid for a project with Open Data Institute to develop new ways of offering CIA&G.

project around careers information, advice and guidance. This will run from October until the end of February and will create digital solution to the issue. An outline project plan is in place and initial meetings have been set up.

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**To the Chair and Members of the  
CHILDREN AND YOUNG PEOPLE'S OVERVIEW AND SCRUTINY PANEL**

**OVERVIEW & SCRUTINY CHILDREN AND YOUNG PEOPLE'S PANEL WORK  
PLAN REPORT 2017/18**

<b>Relevant Cabinet Member(s)</b>	<b>Wards Affected</b>	<b>Key Decision</b>
Councillor Nuala Fennelly Cabinet Member for Children, Young People and Schools	All	None

**EXECUTIVE SUMMARY**

1. This report provides details of the Children and Young Peoples Scrutiny Panel's work plan for the 2017/18 civic year.

**EXEMPT INFORMATION**

2. Not exempt.

**RECOMMENDATIONS**

3. The Panel is asked to:
  - i. Consider and comment on the Children and Young People Overview and Scrutiny work plan (Appendix 1).
  - ii. Note that the work plan is a living document and will be reviewed and updated at each meeting of the Panel to include any relevant correspondence, updates, new issues and resources available to meet additional requests;

**WHAT DOES THIS MEAN FOR THE CITIZENS OF DONCASTER?**

4. The Overview and Scrutiny function has the potential to impact upon all of the Council's key objectives by holding decision makers to account, reviewing performance and developing policy. This is achieved through making robust recommendations, monitoring performance of Council and external partners and reviewing issues outside the remit of the Council that have an impact on the residents of the borough.

## BACKGROUND

5. Members will recall that the Overview and Scrutiny Management Committee and the standing Panels held work planning sessions in 1<sup>st</sup> June 2017, with a view to identifying areas for consideration over the coming year. The work plan provides an ongoing summary of the work currently being undertaken across the whole Scrutiny function.

### Visit to the Children’s Trust – 31<sup>st</sup> October, 2017

6. The Chair, Councillor Mounsey and Councillor Sue McGuinness attended the Children’s Trust to discuss the “Front Door” Children’s Services. Members met with the initial referral team and front line staff about the day to day workings and how cases were addressed. The Chair has expressed the wish to provide a verbal report on the visit at the meeting.

## OPTIONS CONSIDERED

7. There are no specific options to consider within this report as it provides an opportunity for Members to discuss the Panel’s work plan for 2017/18.

## REASONS FOR RECOMMENDED OPTION

8. This report provides an opportunity for Members to discuss the Panel’s work plan for 2017/18.

## IMPACT ON COUNCIL’S KEY OBJECTIVES

- 9.

	<b>Outcomes</b>	<b>Implications</b>
	<p>All people in Doncaster benefit from a thriving and resilient economy.</p> <ul style="list-style-type: none"> <li>• <i>Mayoral Priority: Creating Jobs and Housing</i></li> <li>• <i>Mayoral Priority: Be a strong voice for our veterans</i></li> <li>• <i>Mayoral Priority: Protecting Doncaster’s vital services</i></li> </ul>	<p>The Overview and Scrutiny function has the potential to impact upon all of the council’s key objectives by holding decision makers to account, reviewing performance and developing policy through robust recommendations, monitoring performance of council and external partners services and reviewing issues outside the remit of the council that have an impact on the residents of the borough.</p>
	<p>People live safe, healthy, active and independent lives.</p> <ul style="list-style-type: none"> <li>• <i>Mayoral Priority: Safeguarding our Communities</i></li> <li>• <i>Mayoral Priority: Bringing down the cost of living</i></li> </ul>	



	<p>People in Doncaster benefit from a high quality built and natural environment.</p> <ul style="list-style-type: none"> <li>• <i>Mayoral Priority: Creating Jobs and Housing</i></li> <li>• <i>Mayoral Priority: Safeguarding our Communities</i></li> <li>• <i>Mayoral Priority: Bringing down the cost of living</i></li> </ul>	
	<p>All families thrive.</p> <ul style="list-style-type: none"> <li>• <i>Mayoral Priority: Protecting Doncaster's vital services</i></li> </ul>	
	<p>Council services are modern and value for money.</p>	
	<p>Working with our partners we will provide strong leadership and governance.</p>	

## **RISKS AND ASSUMPTIONS**

10. To maximise the effectiveness of the Overview and Scrutiny function it is important that the work plan devised is manageable and that it accurately reflects the broad range of issues within its remit. Failure to achieve this can reduce the overall impact of the function.

## **LEGAL IMPLICATIONS**

11. The Council's Constitution states that subject to matters being referred to it by the Full Council, or the Executive and any timetables laid down by those references Overview and Scrutiny Management Committee will determine its own Work Programme (Overview and Scrutiny Procedure Rule 6a).
12. Specific legal implications and advice will be given with any reports when Overview and Scrutiny have received them as items for consideration.

## **TECHNOLOGY IMPLICATIONS**

13. There are no specific technological implications associated with this report.

## **FINANCIAL IMPLICATIONS**

14. The budget for the support of the Overview and Scrutiny function 2017/18 is not affected by this report however, the delivery of the work plan will need to take place within agreed budgets. There are no specific financial implications arising from the recommendations in this report. Any financial implications relating to specific reports on the work plan will be included in those reports.

## **EQUALITY IMPLICATIONS**

15. This report provides an overview of the work programme undertaken by Children and Young People Overview and Scrutiny. There are no significant equality implications associated with this report. Within its programme of work Overview and Scrutiny gives due consideration to the extent to which the Council has complied with its Public Equality Duty and given due regard to the need to eliminate discrimination, promote equality of opportunity and foster good relations between different communities.

## **CONSULTATION**

16. The work plan has been developed in consultation with Members and officers.

## **BACKGROUND PAPERS**

17. None

## **REPORT AUTHOR AND CONTRIBUTORS**

18. Christine Rothwell, Senior Governance Officer - 01302 735682  
[christine.rothwell@doncaster.gov.uk](mailto:christine.rothwell@doncaster.gov.uk)

**Damian Allen**  
**Interim Director of People**  
**- Learning and Opportunities: Children and Young People/  
Adults Health and Wellbeing Directorates**

**OVERVIEW & SCRUTINY WORK PLAN 2017/18**

	<b>OSMC</b>	<b>H&amp;ASC O&amp;S</b>	<b>CYP O&amp;S</b>	<b>R&amp;H O&amp;S</b>	<b>C&amp;E O&amp;S</b>
<b>June</b>	<b>Tues, 6th June 2017, 11:30am – Rm 209 (CR)</b> <ul style="list-style-type: none"> <li>• Work planning – OSMC</li> <li>• State of the Borough Assessment (Andy Pattinson)</li> <li>• Local Plan (Jeremy Johnson to inform Members prior to July meeting)</li> </ul>	<b>21<sup>st</sup> June 2017, 11am – Rm 210 (CR)</b> <ul style="list-style-type: none"> <li>• Work planning – HASC O&amp;S</li> <li>• State of the Borough Assessment (Andy Pattinson)</li> </ul>	<b>Thurs 1st June 2017, 10 am Rm 008 (CR)</b> <ul style="list-style-type: none"> <li>• Work Planning</li> <li>• State of the Borough Assessment (Andy Pattinson)</li> </ul>		<b>Fri, 16<sup>th</sup> June 2017, 9:00am, Rm 413 (CM)</b> <ul style="list-style-type: none"> <li>• C&amp;E O&amp;S Work planning</li> <li>• State of the Borough Assessment (Andy Pattinson)</li> </ul>
	<b>Fri, 16<sup>th</sup> June 2017, 12:30pm – Council Chamber (CM)</b> <ul style="list-style-type: none"> <li>• Youth Justice Plan</li> </ul> (Members Briefing - Community Engagement Framework briefing to follow the meeting)				
	<b>Thurs, 29<sup>th</sup> June 2017, 10am – Council Chamber (CR)</b> <ul style="list-style-type: none"> <li>• Updated Medium Term Financial Forecast 2017/18</li> <li>• State of the Borough Assessment (Andy Pattinson)</li> <li>• O&amp;S Draft Work Plans</li> </ul> OSMC Evaluation – scoping following meeting				
	<b>Thurs, 20<sup>th</sup> July 2017, 10am – Council Chamber (CM)</b> <ul style="list-style-type: none"> <li>• DCST Update (and DMBC action plan)</li> <li>• DMBC Finance &amp; Performance - Qtr 4 – 16/17</li> <li>• St Ledger Finance &amp; Performance - Qtr 4 – 16/17</li> </ul>	<b>5th July 2017 Leeds City Council (CM)</b> <b>Joint Health Overview and Scrutiny Committee (Chair Only)</b> <ul style="list-style-type: none"> <li>• Congenital Heart Disease</li> </ul>	<b>Wed, 5<sup>th</sup> July 2017, 10am – Rm 007b (CR)</b> <ul style="list-style-type: none"> <li>• Youth Council – from discussion raise possible review on children to adult services mental Health.</li> <li>• Doncaster Children's Trust Update following</li> </ul>	<b>Thurs, 20<sup>th</sup> July 2017, 4pm – Rm 210 (CM)</b> <ul style="list-style-type: none"> <li>• R&amp;H O&amp;S Work planning</li> <li>• State of the Borough Assessment</li> </ul>	

	OSMC	H&ASC O&S	CYP O&S	R&H O&S	C&E O&S
July		<p><b>Mon 31<sup>st</sup> July, 2017 3.30pm CCG, Jctn 1 Rotherham Jt Health O&amp;S Committee (CR)</b></p> <p>CWT (Commissioning Working Together) Hyper acute stroke services and children's surgery and anaesthesia services – final consideration</p>	<p>high level Challenge Meeting with DCST - Damian</p> <ul style="list-style-type: none"> <li>Fostering</li> <li>Children and Young People Plan (including Governance of the Children and Families Strategic Board)</li> <li>Behaviour Inclusion Programme Overview (key programme that contributes to the state of the borough assessment)</li> <li>Academies Overview – progress update on the current state of relationships and challenges</li> </ul>		
Aug		<p><b>Mon 14<sup>th</sup> August, 2017, 2pm – Rm 007a&amp;b (CM)</b></p> <p>Standard Items</p> <ul style="list-style-type: none"> <li>Substantial Variation GP Scawthorpe Surgery.</li> <li>Doncaster Strategic Health and Social Care Plans (Sustainability and Transformation Plan, Place Plan and Adults Health &amp; Wellbeing Transformation Programme).</li> <li>Inspection and Regulation</li> <li>O&amp;S Workplan</li> </ul>			
	<p><b>1<sup>st</sup> September 2017 (CR)</b></p> <ul style="list-style-type: none"> <li>Doncaster Growing Together (Corporate Plan)</li> </ul> <p><b>Thurs, 7<sup>th</sup> Sept 2017, 10am – Council Chamber (CM)/SM</b></p>	<p><b>Wed, 20<sup>th</sup> Sept. 2017, 10am – Council Chamber (CR)/AT</b></p> <p>Standard Items: - Doncaster Strategic Health and Social Care Plans</p> <p>Other Items: -</p>	<p><b>Tues, 12<sup>th</sup> Sept. 2017, 10am – Council Chamber (CM)</b></p> <ul style="list-style-type: none"> <li>Doncaster Children's Trust (split screen) Children's Trust and Damian</li> <li>Education and Skills</li> </ul>		<p><b>Tues, 12<sup>th</sup> September, 2017, 8:45pm – Rm 409 (CR)</b></p> <ul style="list-style-type: none"> <li>Joint Waste strategy and update on new waste collection contract</li> </ul>

	OSMC	H&ASC O&S	CYP O&S	R&H O&S	C&E O&S
Sept	<ul style="list-style-type: none"> <li>Finance &amp; Performance - Qtr 1 17/18</li> <li>Equalities and Diversity Plan</li> <li>O&amp;S Workplan Report</li> </ul>	<ul style="list-style-type: none"> <li>End of Life Care – CCG/Public Health – Non hospice care, sufficient nursing, pain relief</li> <li>Carers Strategy – review impact and effectiveness (to invite CYP Scrutiny panel)</li> <li>Intermediate care</li> <li>O&amp;S Workplan Report</li> </ul>	Overview (key programme that contribute to the state of the borough assessment) – to include post 6 <sup>th</sup> form review <ul style="list-style-type: none"> <li>School Performance Tables</li> <li>Annual Complaints</li> <li>O&amp;S Workplan Report</li> </ul>		
		<p><b>Thursday 21<sup>st</sup> September - 1pm Room 210 (CM)</b></p>			
	<p><b>Mon 18<sup>th</sup> September, 2017 at 2pm – Council chamber</b></p>	<ul style="list-style-type: none"> <li>Social Prescribing</li> </ul>			
	<ul style="list-style-type: none"> <li>Scrutiny Evaluation (Scoping)</li> </ul>				
Oct	<p><b>Thurs, 5<sup>th</sup> Oct 2017 – 10am Council Chamber (CM)</b></p>		<p><b>31<sup>st</sup> October 2017, at 11am Hub, Mary Woollet Centre (TBC)</b></p>	<p><b>Mon, 16<sup>th</sup> Oct 2017 – 3:15 – Rm 209 (CM)</b></p>	<p><b>Wed 18<sup>th</sup> Oct 2017 – 10am Rm 413 (CM)</b></p>
	<ul style="list-style-type: none"> <li>Doncaster and North Lindsey College Merger</li> </ul>		<ul style="list-style-type: none"> <li>Early Help;</li> <li>Transferred family support workers; and</li> <li>Front door pressure</li> </ul>	<ul style="list-style-type: none"> <li>Economic Plan Refresh</li> </ul>	<ul style="list-style-type: none"> <li>Community Engagement Framework</li> </ul>
Nov	<p><b>Thurs, 9<sup>th</sup> Nov 2017, 10am – Council Chamber (CM/CR)</b></p>	<p><b>Wed, 22<sup>nd</sup> Nov 2017, 10am – Council Chamber (CM)</b></p>		<p><b>Wed, 29<sup>th</sup> Nov 2017, 3.30pm - Room 413 (CR)</b></p>	<p><b>Wed, 8<sup>th</sup> Nov, 2017, 9:45am Room 413 (CR)</b></p>
	<ul style="list-style-type: none"> <li>Scrutiny Evaluation (Stage 1 – Taking Stock)</li> </ul>	Standard Items <ul style="list-style-type: none"> <li>Adult Transformation -</li> </ul>		<ul style="list-style-type: none"> <li>Urban Centre Master</li> </ul>	Crime and Disorder Meeting – evidence gathering addressing anti-social behaviour to serious

	OSMC	H&ASC O&S	CYP O&S	R&H O&S	C&E O&S
		<p>Overview and spotlight on specific required areas eg: Place Plan, better care fund</p> <ul style="list-style-type: none"> <li>Quarterly Performance – eg. regular updates into uptake of direct payments, residential and homecare</li> <li>Inspection and Regulation</li> <li>Memorandum of Understanding (STP) - TBC</li> </ul> <p>Other Items: -</p> <ul style="list-style-type: none"> <li>Suicide Safeguarding – (Assets Team to provide risks/update on number of cases)</li> <li>O&amp;S Workplan Report</li> </ul>		<p>Plan Overview and progress including what is happening in terms of delivery, implementation and priorities with regards to physical developments.</p>	<p>crime pathway – strategic overview and background</p> <ul style="list-style-type: none"> <li>DMBC - overview</li> <li>South Yorkshire Police (strategic and PCSOs)</li> <li>Ward Councillors</li> </ul> <p><b>Wed, 15<sup>th</sup> Nov, 2017, 8:30am</b> <b>Room 210 (CM)</b></p> <p>Crime and Disorder Meeting – evidence gathering addressing anti-social behaviour to serious crime pathway – perception</p> <ul style="list-style-type: none"> <li>St Leger Homes</li> <li>South Yorkshire Fire Service</li> <li>Neighbourhood response team</li> <li>Other community leaders</li> </ul> <p><b>Wed, 29<sup>th</sup> Nov, 2017, 11am</b> <b>Room 110 (CM/CR)</b></p> <p>Crime and Disorder Meeting –</p> <ul style="list-style-type: none"> <li>Recommendations and Conclusions</li> </ul>
	<p><b>Thurs, 7<sup>th</sup> Dec 2017, 11am – Room 409 (CR/CM)</b></p> <ul style="list-style-type: none"> <li>Scrutiny Evaluation – Step 2 (Identifying What Scrutiny’s Role Is)</li> </ul> <p><b>Thurs, 14<sup>th</sup> Dec 2017, 1pm – Council Chamber (CR)</b></p>		<p><b>Tues, 5<sup>th</sup> Dec 2017, 10am - Council Chamber (CM)</b></p>	<p><b>Dec 2017</b></p>	<p><b>Dec 2017</b></p>
<b>Dec</b>	<ul style="list-style-type: none"> <li>4 Year Financial Plan</li> <li>Finance &amp; Performance - Qtr 2 17/18</li> <li>O&amp;S Workplan Report</li> </ul>		<ul style="list-style-type: none"> <li>Doncaster Children’s Trust Update following Directors Challenge Meeting with DCST - Damian</li> <li>Annual Children’s Safeguarding Report (including update on CSE)</li> <li>Education and Skills Update (key programme that contribute to the state of the borough assessment) – to include</li> </ul>		

	OSMC	H&ASC O&S	CYP O&S	R&H O&S	C&E O&S
			careers advice and guidance <ul style="list-style-type: none"> <li>• Association of Directors of Children’s services regional self-awareness 2017</li> <li>• O&amp;S Workplan Report</li> </ul>		
Jan	<b>Thurs, 18<sup>th</sup> Jan 2018, 10am – Council Chamber (CM)</b>	<b>Tues, 23<sup>rd</sup> Jan 2018, 10am Council Chamber (CR)</b>		<b>Thurs, 11th Jan, 2018, 3.15pm - Room 413 (CR)</b>	<b>Jan 2018</b>
	<ul style="list-style-type: none"> <li>• DCST Update (and DMBC action plan)</li> </ul> Evaluation Meeting to follow OSMC - TBC	Standard Items <ul style="list-style-type: none"> <li>• Adult Transformation - Overview and spotlight on specific required areas eg: Place Plan, better care fund</li> <li>• Quarterly Performance – eg. regular updates into uptake of direct payments, residential and homecare</li> <li>• Inspection and Regulation</li> </ul> Other Items: <ul style="list-style-type: none"> <li>• Adult Safeguarding Board (Chair in attendance)</li> <li>• Transition from child to adult services (invite CYP O&amp;S)</li> <li>• Health and Well-being Board Strategy update</li> <li>• O&amp;S Workplan Report</li> </ul>		<ul style="list-style-type: none"> <li>• Wool Market</li> <li>• Railway Station Forecourt</li> <li>• Options for the future provision of the central library/museum/ archives</li> </ul>	Invite to H&ASC O&S re: "Transition from child to adult services" item.
Feb	<b>Thurs, 8<sup>th</sup> Feb 2018, 10am Council Chamber (CR)</b>			<b>Feb 2018</b>	<b>Wed, 7th Feb 2018, 1.30pm Rm 409</b>
	Final Evaluation Meeting - ~TBC			<ul style="list-style-type: none"> <li>• Housing Needs Analysis (date to be confirmed)</li> <li>• Universal Credit Housing Allowance (impacts)</li> </ul>	<ul style="list-style-type: none"> <li>• Waste Collection</li> </ul>
					<b>Mon, 19<sup>th</sup> Feb 2018, 10am – Council Chamber (CR)</b>

	OSMC	H&ASC O&S	CYP O&S	R&H O&S	C&E O&S
	<p><b>Thurs, 22<sup>nd</sup> Feb 2018, 10am (CR)</b></p> <ul style="list-style-type: none"> <li>Finance &amp; Performance - Qtr 3 17/18</li> <li>O&amp;S Workplan Report</li> <li>Housing Allocations Policy – invite Regeneration and Housing Panel for this item</li> </ul>				<p>Crime and Disorder meeting</p> <ul style="list-style-type: none"> <li>Feedback from evidence gathered in the Autumn anti-social behaviour to serious crime pathway.</li> <li>Streetscene theme – update on flytipping, better co-ordinated approach across SY to tackle it more strategically then chase individuals, part of organised crime.</li> <li>Hate Crime – just launched hate crime strategy - review how's that working.</li> </ul>
<b>Mar</b>	<p><b>Thurs, 22<sup>nd</sup> March 2018, 10am Council Chamber (CR)</b></p>	<p><b>Wed, 14<sup>th</sup> March 2018, 10am Council Chamber (CM)</b></p> <p>Standard Items</p> <ul style="list-style-type: none"> <li>Adult Transformation - Overview and spotlight on specific required areas eg: Place Plan, better care fund</li> <li>Quarterly Performance – eg. regular updates into uptake of direct payments, residential and homecare</li> <li>Inspection and Regulation</li> </ul> <p>Other Items: -</p> <ul style="list-style-type: none"> <li>Public Health Protection Assurance</li> <li>O&amp;S Workplan Report</li> <li>Health inequalities – BME Health Needs Assessment – date to be confirmed</li> <li>Annual report of the Joint Health Yorkshire and Humber Scrutiny Meeting</li> </ul>	<p><b>Mon, 5<sup>th</sup> March 2018, 10am Council Chamber (CR)</b></p> <ul style="list-style-type: none"> <li>Doncaster Children's Trust (split screen) Children's Trust and Damian</li> <li>Education and Skills Update (key programme that contribute to the state of the borough assessment)</li> <li>Behaviour Inclusion Programme update (key programme that contributes to the state of the borough assessment)</li> <li>Strategies in place to improve schools.</li> <li>O&amp;S Workplan Report</li> </ul>	<p><b>March 2018</b></p>	<p><b>March 2018</b></p>



	OSMC	H&ASC O&S	CYP O&S	R&H O&S	C&E O&S
	April 2018	April 2018	April 2018 (Extraordinary TBA)	April 2018	April 2018 (TBC)
April			<ul style="list-style-type: none"> <li>Children and Young Peoples Plan - Annual Impact Report.</li> <li>Child Poverty Overview with a view to possible in-depth review</li> </ul>		Drainage Boards Following the floods where are we now, what has changed and future plans. Drainage Board Governance Invite to: <ul style="list-style-type: none"> <li>Environment Agenda and DMBC</li> <li>Drainage Board Chairs</li> </ul>
<b>ISSUES FOR FUTURE CONSIDERATION</b>					
	<ul style="list-style-type: none"> <li>OSMC Evaluation – currently in discussions with CfPS</li> </ul>	<ul style="list-style-type: none"> <li>Air Quality – to be invited if considered by the Community and Environment Scrutiny Panel</li> </ul>	<ul style="list-style-type: none"> <li>School transport for young people.</li> </ul>	<ul style="list-style-type: none"> <li>Homelessness Recommendations Update - re recs on update funding and legislation)</li> </ul>	
	<ul style="list-style-type: none"> <li>Area Based Review – ward comparisons (Learning, Working, Living and Caring) – currently in discussions with CfPS</li> </ul>	<ul style="list-style-type: none"> <li>STP update</li> </ul>	<ul style="list-style-type: none"> <li>Emerging themes from Annual Impact Report (considered at the April 2018 meeting)</li> </ul>	<ul style="list-style-type: none"> <li>Planning Enforcement – Is planning enforcement effective – raising awareness session</li> </ul>	
	<ul style="list-style-type: none"> <li>Consultants – VFM – Overview and understanding</li> </ul>	<ul style="list-style-type: none"> <li>Adult Safeguarding Board chair</li> </ul>		<ul style="list-style-type: none"> <li>Housing Allocations Policy? R&amp;H or OSMC</li> </ul>	
	<ul style="list-style-type: none"> <li>Welfare Reform – Universal Credit and Sanctions on Benefits</li> </ul>			<ul style="list-style-type: none"> <li>Economic Plan Refresh 2<sup>nd</sup> consideration</li> </ul>	
<b>Moved For Consideration as part of O&amp;S Draft Workplan 2018/2019</b>					
		<ul style="list-style-type: none"> <li>State of the Borough Assessment</li> </ul>	<ul style="list-style-type: none"> <li>State of the Borough Assessment</li> </ul>	<ul style="list-style-type: none"> <li>State of the Borough Assessment</li> </ul>	<ul style="list-style-type: none"> <li>State of the Borough Assessment</li> </ul>
			<ul style="list-style-type: none"> <li>Invitation to children in</li> </ul>		<ul style="list-style-type: none"> <li>Traffic Offences, town centre</li> </ul>

	<b>OSMC</b>	<b>H&amp;ASC O&amp;S</b>	<b>CYP O&amp;S</b>	<b>R&amp;H O&amp;S</b>	<b>C&amp;E O&amp;S</b>
			care council to attend the panel next July 2018 (suggested at the CYP Panel 5 <sup>th</sup> July)		parking, parking on grass verges – available later on around autumn.
			<ul style="list-style-type: none"> <li>• Child Poverty</li> </ul>		•
					•